



## NEWS: EUROPE

# German trade surplus soars to DM4.9bn

By Christopher Parkes  
In Bonn

INDUSTRY'S efforts to soften the impact of looming strikes helped boost German exports to new records during March. Overseas sales of goods surged unexpectedly to DM53bn (\$38.1bn) from DM58bn in February, and the federal trade surplus more than doubled to DM4.9bn, the statistical office said yesterday. Imports rose 10 per cent to DM58bn.

"We saw the same in 1984 before the last big metal workers' strike," Commerzbank said. Then, manufacturers shipped finished products into overseas distribution networks and built up stocks of imported components as they braced themselves for what developed into a two-month stoppage.

Meanwhile, the leadership of the IG Metall engineering union pressed on with plans for official strike action as 42,000 members staged warning stoppages, mainly around Nuremberg.

Mechanical and electrical engineering companies such as AEG, Bosch, Siemens and MAN bore the brunt. Employers made no advance on their 3.3 per cent pay offer at talks with union officials in the Hesse region yesterday.

A meeting of union leaders in Frankfurt this morning is expected to choose targets for

the main official action. Last time, when the issue was shorter working hours, strikes in the south halted virtually all motor manufacture.

Most car and truck makers,

Germany's leading exporters,

have since switched to just-in-time manufacturing processes.

They routinely hold low stocks of components and rely on round-the-clock deliveries from suppliers to keep production lines running.

Because a breakdown of yes-

terday's trade figures will not be available for at least a week, most economists and bankers were cautious about the significance of one month's results.

Commerzbank, for example, saw no justification yet for revising its in-house forecast that the national trade surplus would climb to DM15bn in the last quarter.

March's DM4.9bn surplus, a

huge advance on the DM2.8bn recorded a year earlier, was more than double most forecasts and the second highest figure for unified Germany.

The east, struggling to recover

from restructuring, accounts for less than 3 per cent of all-German exports.

The deficit on the current account, a wider trade measure including services and some foreign transfers, shrank sharply to DM300m, compared with DM1.9bn in February and DM1.4bn in March last year.

Workers at Frankfurt airport vote yesterday on whether to accept last week's pay deal, which ended a public-sector strike after 11 days



## Soldiers to join UN mission in Cambodia

By Quentin Peel in Bonn

GERMANY yesterday despatched its first soldiers on an official basis to join a United Nations peace-keeping expedition - 140 military medical staff to operate a hospital in Cambodia.

The volunteers were seen off at Munich airport by Mr Volker Rühe, the defence minister, who promised that the

German constitution would be amended by the end of the year to allow the full participation of German soldiers in UN peacekeeping missions.

The staff will form part of the UN Transitional Authority in Cambodia (Untac) which will demobilise four rival armies and prepare for national elections in April 1993.

Mr Rühe insisted that the use of medical personnel fell par-

within the current law, although it is clear that the German government has been deliberately stepping up the use of "paramilitary" personnel outside the country to prepare the population for a change in the constitution.

Mr Rühe renewed the government's pledge to amend Bonn's post-second world war constitution at least enough to allow German troops full par-

ticipation as UN "blue helmets", peace-mission soldiers with sidearms only.

The medical troops are a convenient solution for Chancellor Helmut Kohl's government, caught between its desire to play a greater role after German unity and a constitutional ban on deploying fighting troops outside German territory.

● Munich's second interna-

tional airport was officially opened at a ceremony yesterday after years of controversy and rising costs.

Planners said it would handle between 18m and 20m travellers a year by the end of the decade.

It does not officially go into service until Sunday, but according to official estimates, between 12m and 14m people will pass through it this year.

## France will ease fiscal squeeze

By Ian Davidson in Paris

FRANCE'S government plans a slight relaxation of its policy of fiscal rigour next year, but still intends to keep the budget deficit below 2 per cent of gross domestic product.

In a circular to spending ministries, Mr Pierre Bérégovoy, prime minister, has ordered that total volume of budgetary expenditure may rise only 3.5 per cent. This compares with a forecast rate of inflation of 2.8 per cent, and a 5.5 per cent expected nominal rise in gross domestic product.

Israel and Brussels have made progress, however, on a dispute about appointing an EC representative in the occupied territories whose main task is to administer direct Community aid to the Palestinians - worth about Ecu70m (£49m) over the past year.

Israel has blocked establishment of an EC office there, but will give the representative diplomatic status. The EC says it is insisting that its disbursement of aid should not be subject to any Israeli control.

The increase in spending and the continued sluggishness in tax receipts, as a result of the recession, mean that next year's budget deficit is likely to rise to about FF150bn (£26.85bn), against FF135bn this year.

This increased deficit would nevertheless be less than 2 per cent of GDP, which the government regards as a politically critical ceiling. By setting this new maximum, it intends to show that France is able to meet the conditions for participation in European monetary union.

## Row looms in Israel-Community talks

By Hugh Carnegy  
in Jerusalem

A DISPUTE between Israel and the European Community yesterday over the EC's role in Middle East peace negotiations cast a shadow over annual talks between the two sides.

Israel objects to full EC participation in the talks on disarmament. It is also boycotting two of the five multilateral Middle East discussions - on refugees and economic co-operation - because Palestinians from outside the occupied territories were invited.

"I hope this is not a crisis. I hope this is only tension," said Mr David Levy, Israel's foreign minister, on his way to the meeting in Brussels. He said he

would clarify Israel's position, but offered no concession beyond a low-level Community presence at the seminar convened in Washington to launch the disarmament talks.

Israel's defence establishment, backed by Mr Yitzhak Shamir, the prime minister, has strongly resisted an EC presence at the talks, arguing that the Europeans tend to be pro-Arab and would seek rights to inspect Israel's secretive nuclear programme. The EC has demanded a status equivalent to that of the US and Russia, co-sponsors of the peace talks, because of its geographic proximity to the Middle East.

Talks on the issue with the EC in Tel Aviv last month were said to have deteriorated into

angry exchanges. The row is the latest in a series of political disputes which have dogged Israel's relationship with the Community in recent years. Israel wants to extend economic ties with the EC, its biggest trading partner, beyond the terms of a 1975 free trade agreement. It is seeking the same integration into the European Economic Area as extended to the European Free Trade Association.

Mr Levy thought he had won such a commitment in return for allowing the Community to participate in last October's Middle East peace conference in Madrid. But a succession of statements by EC ministers and officials have made it clear

that consideration of such a move depends on substantive Israeli concessions in the peace process, if not on an actual peace settlement.

Israel and Brussels have made progress, however, on a dispute about appointing an EC representative in the occupied territories whose main task is to administer direct Community aid to the Palestinians - worth about Ecu70m (£49m) over the past year.

Israel has blocked establishment of an EC office there, but will give the representative diplomatic status. The EC says it is insisting that its disbursement of aid should not be subject to any Israeli control.

## Unions urge OECD to act on jobless

By Peter Norman,  
Economics Correspondent

TRADE UNIONS in the world's leading industrialised countries have called on governments to implement "active structural policies" with a strong focus on infrastructure investment to combat a sharp rise in unemployment.

Responding to a 5m increase

in jobless in the industrialised world over the past two years, the trade union advisory committee of the 24-nation Organisation for Economic Co-operation and Development said governments should agree policies to reduce unemployment at the next week's OECD ministerial meeting in Paris and July's Group of Seven economic summit in Munich.

It said the OECD should specify a programme of "vigorous government action", to include more investment in infrastructure, investment policy measures, assistance for local and regional development spending, and to raise the purchasing power of the poor.

Governments should also put more funds into training, the committee said.

In recent years, the OECD ministerial meeting has tended to listen to and then ignore the committee's views.

The ministers are unlikely to accept the need for more state spending to combat joblessness. Instead, they are expected to promote "active" labour market policies that shift the emphasis to incentives for the unemployed to seek jobs.

The ministers are unlikely to accept the need for more state spending to combat joblessness. Instead, they are expected to promote "active" labour market policies that shift the emphasis to incentives for the unemployed to seek jobs.

The prime minister has been somewhat less cautious in his promises of economic aid to the republics, given the need for belt-tightening demanded by the parlous state of the domestic economy - inflation was running close to 70 per cent last year and there is a rampant public sector deficit.

The offer of a total of \$1bn of credits to the Moslem republics was greeted with scepticism by Turkish Eximbank officials in Ankara, given the state of the country's foreign exchange reserves and the incapacity of debtor countries to provide adequate guarantees for the loans.

In the explosive dispute between Christian Armenia and Moslem Azerbaijan over Nagorno-Karabakh, Turkey had, until last weekend, refrained from openly backing its Moslem sister state and had attempted to play a neutral mediating role. However, the fall of one of the last important Azeri strongholds has forced it to adopt a more partisan stance.

The limits to Turkey's regional leadership hopes, as well as those of Iran and Pakistan, its rivals for that role, became clear at the summit of five of the republics in Ashkhabad, Turkmenistan, last weekend. Though wide-ranging plans for economic co-operation, covering road and rail links, oil and gas pipelines and a customs union, were discussed by the five republics

## UK Tory sceptics focus on Queen's EC speech

By Ivo Dawney in London and David Buchan in Brussels

QUEEN ELIZABETH II was in danger last night of becoming embroiled in the Conservative party's internal wrangling over Britain's future in Europe when she delivers her first address to the European Parliament in Strasbourg today.

In a speech intended to reflect the UK's newly positive approach to the Community, she is expected to dismiss differences in national parliamentary traditions as "insignificant" when set against the European commitment to reconciliation and democracy.

Her text, prepared by Buckingham Palace in close collaboration with the UK Foreign Office and Downing Street, is also said to command the parliament for playing "an ever more important part" in building common interests between the EC nations.

The wording will come under close scrutiny by so-called Eurosceptics in the Conservative party. There were suggestions last night that the final text might be changed to avoid stirring controversy among those fearful of the loss of British parliamentary sovereignty to EC institutions.

A forewarning of the sensitivity of the visit came last night from the anti-federalist Bruges Group. It said that while it believed no royal trespassing into the political arena was intended, members would express "deep concern" at any suggestion that parliamentary

differences were unimportant.

Mr William Cash, a leading Conservative Eurosceptic, said it was "utterly irresponsible"

of whoever had written the speech for the Queen to suggest that different parliaments were unimportant.

The opposition Labour party seized upon the controversy as fresh evidence that Prime Minister John Major was distancing his government from the hostile posture of Mrs Margaret Thatcher, his predecessor, who is due to deliver an important speech on European topics in The Hague on Friday.

Pointing out that Mrs Thatcher had always blocked a royal visit to Strasbourg, Mr George Robertson, the party's European spokesman, said the speech was a "calculated snub" to her view of the parliament as an unimportant institution.

"The real question is why Mr Major is not saying these things himself in the House of Commons," he added.

The Queen's upbeat speech on the Community was clearly expected by the government to take the edge off the row between the UK and its EC partners over London's refusal to lift all immigration controls at border points.

Yesterday, Mr Kenneth Clarke, home secretary, delivered a strongly worded message to Brussels that compliance with the plan would provoke a growth in far-right political groups and threaten social stability.

Britain yesterday won some

sympathy from its partners about the general political sensitivity about immigration, but got little support for its refusal to stop checks on non-EC citizens entering the UK from elsewhere in the Community after this year.

Yesterday's immigration discussion by EC foreign ministers did nothing to close the rift between the Commission and most EC states - who argue that all controls on travel within the Community should end next year - and Britain, which contends that free travel rights only apply to EC citizens.

Controlling non-EC citizens means some checks on EC citizens.

Only Ireland, which effectively has a passport union with the UK, expressed some oblique support for the UK position.

Mr Douglas Hurd, the UK foreign secretary, said London's position was long-standing and rooted in geography.

As an island nation "there are possibilities open to us to control movements at airports and seaports which are not open to others," he said.

The UK has agreed to sign a convention for strengthening the EC's external frontier, at present stymied by a dispute with Spain over how it would affect Gibraltar.

But UK ministers say it might be years before such an external control might give the UK the confidence to abandon checks on passengers arriving from other points in the EC.

## Turkey strides confidently on to a new political stage

After being on the edge, Ankara finds itself at the centre of things, writes Robert Mauthner

THE high-profile visit which Mr Suleyman Demirel, Turkey's prime minister, paid to six central Asian republics and his participation in a central Asian summit last weekend have underlined forcefully the new role his country hopes to play in world affairs.

No longer does Turkey see itself as merely a bridge between Europe and the Middle East - a favoured argument deployed over the years by Ankara in support of its application for membership of what it perceived as an unimaginatively inward-looking European Community.

The ending of the cold war and the collapse of the Soviet Union has allowed Turkey to broaden its horizons to an area of central Asia from which many of its people originated and with which it retains strong ethnic, cultural, religious and linguistic ties.

From being on the periphery of both Europe and Asia, Turkey has suddenly found itself at the geopolitical centre of a

newly emerging region. Suddenly, the fact that Turkey has been jilted by the EC, which has made clear that sees no early prospect of admitting it as a full member, is looked upon as much less of a disaster by Turkish officials, at least in the short term.

The emotional rhetoric that accompanied Mr Demirel's triumphal progress through Uzbekistan, Kyrgyzstan, Kazakhstan, Turkmenistan and Azerbaijan, might still shiver down the spines of some Balkan states like Greece, whose ancestral fear of Turkish expansionism and domination lies barely quiescent at the best of times and needs little reawakening. For the US and most of its western allies, however, the prominent role that Turkey aspires to play in the development of the republics is a welcome contribution to stabilising a highly volatile region.

Though Turkey's religion is Moslem, the secular values bequeathed it in 1923 by its founder, Mustafa Kemal Ata-

and their three potential benefactors, no concrete agreements were reached.

The blocking of the plan for an oil pipeline between Kazakhstan and the Iranian Gulf port of Bandar Abbas by Kazakhstan and Turkey, because of fears that it will give Iran control over central Asian oil exports, was symptomatic of the kind of political obstacles to regional co-operation which are likely to arise constantly.

Even in the best of circumstances, it would be a long time before Turkey could reap any substantial benefits from what will remain, for the foreseeable future, an essentially one-sided economic relationship.

In the short and medium term, central Asian, Black Sea regional or even Middle Eastern links cannot constitute an alternative to membership of the European Community, which already offers a duty-free market for 53 per cent of Turkey's industrial exports and has provided the impetus for its economic modernisation

and political democratisation over the last decade. The real problem is how long Turkey will have to remain on the sidelines. For the moment, the Ankara government seems reluctantly to have come to terms with the European Commission's December 1989 opinion that it will have to wait until the EC has absorbed at least the European Free Trade Association applicants and, probably, some east European countries too.

Realistically, the target date for Turkey's entry cannot be set before the beginning of the next century. But in the meantime, steps will have to be taken to bring Turkey closer to the Community, some of which have so far been blocked by Greece pending a solution of the Cyprus problem. Failing an assurance that at least the groundwork for eventual membership is being prepared, Turkey might indeed abandon its European aspirations in favour of the eastern promises, however insubstantial, that it is pursuing today.

The Financial Times (Europe) Ltd  
Published by The Financial Times  
Europe) GmbH, Frankfurt Branch,  
Nibelungenplatz 3, D-6000  
Frankfurt am Main, Tel: (069) 49 49  
15650; Telex 211 49 69 554481;  
416193. Represented by E. Hugo:  
Managing Director, Printer: DVM  
GmbH-Hürriyet International, 6078  
Düsseldorf, Reproduced editor:  
Richard Lambert, Financial Times  
Number One Southwark Bridge,  
London SE1 9HL. The Financial Times  
Ltd, 1992.

Registered office: Number One  
South

'S focus  
speech

# Russians agonising over privatisation

Capitalism is almost unknown — but if sell-offs fail, all fails, write John Lloyd and Martin Wolf

**T**HE Russian government is soon to embark on the toughest and most delicate part of its reform process: turning state property into private hands.

If it fails, all fails. Only the creation of a property-owning class can institutionalise the market system which government ministers are struggling to tear out of the roots of state socialism.

It is an enterprise more fraught with danger, even, than the liberalisation of prices at the start of the year. Prices have been raised before, if not by so much, but private property and capitalist ownership and control are unknown to almost everyone in the former Soviet Union. Even before the 1917 revolution, it had only a tenuous and unpopular existence.

The privatisation programme is already late, and has so far realised little of the over-ambitious target of Rbs22bn from sales set by the government for this year. That is because the ministers still agonise over a delicately balanced set of privileges and opportunities which they hope will allow this most decisive of reforms to take root in hard ground.

Its lateness means that it will get fully under way just as unemployment, still very low, begins to rise in the second half of this year. The government thus faces an unavoidable coincidence: the selling of companies which provided job security at the same time as job losses mount.

Mr Anatoly Chubais, the privatisation minister, said in a recent interview that three main tasks were to be achieved in 1992: the privatisation of small enterprises by auction or tender; the transformation of large enterprises into joint stock companies; and the creation of a system of privatisation vouchers to be distributed to citizens.

On small privatisation, Mr Chubais admitted the government would resort to "standard bureaucratic procedures", to force local administrators to privatisate 50-60 per cent of shops by the end of this year, and to transform larger enterprises into joint stock companies and privatisate part of these by the end of 1993.

Regional governors, who are appointed by the Russian president, will be given quotas of businesses to be privatised, and will be dismissed if they

fail to meet those quotas, Mr Chubais said. "Normal bureaucrats don't want to be the first to privatisate but they also don't want to be the last. The way is now clear. The decision to privatise is now a decision of the government and of President [Boris] Yeltsin. We have enough instruments to force local authorities to do the job."

A State Programme of Privatisation of State and Municipally-Owned Enterprises has been prepared by the government with the assistance of experts from the World Bank. It still has to be endorsed by the parliament — as does a law on bankruptcy, which Mr Chubais said was now complete, and which will allow companies that cannot survive to go to the wall.

The minister emphasised: "There will be privileges for different parts of the population; it is very important that people do not feel this exercise is for the benefit of the old nomenklatura and the mafia."

Workers, for example, will receive 25 per cent of the equity in larger enterprises, and managers 5 per cent, both in the form of non-voting shares free of charge. A voucher system, which will allow all Russian citizens to receive shares in the companies as of right, is being worked out, and will be launched in the autumn, though this is an extremely complex task. For Russians who can afford to pay — of whom a part would be drawn from those who had been high in the previous power structure, or who had acquired their money illegally — there would be an open auction of shares, without any privileges.

On small privatisation, Mr Chubais admitted the government would resort to "standard bureaucratic procedures", to force local administrators to privatisate 50-60 per cent of shops by the end of this year, and to transform larger enterprises into joint stock companies and privatisate part of these by the end of 1993.

Foreigners will be allowed to play a part. The government intends to "multiply the book value of the property [sold to foreigners] by some coefficient," says Mr Chubais.

## Hungary plans to boost infrastructure spending

By Nicholas Denton  
in Budapest

HUNGARY'S conservative government is to boost infrastructure spending and accelerate privatisation in an effort to "inflame growth in the near future", it said yesterday.

In a significant change of tack, the cabinet decided at the weekend that infrastructure spending would also involve using private funds to boost investment in roads and telecommunications.

The initiative, designed to quell public impatience after two years of deepest recession, coincides with growing speculation about the possible replacement of Mr Mihaly Klapka, the finance minister, by

a more expansionist minister. The government is under particular pressure to get recovery under way from MPs of Hungarian Democratic Forum, as the leading party in the governing conservative coalition lags in the opinion polls.

The extent of the social pain being caused by economic reforms was made all the more clear by unemployment figures showing more than 500,000 registered out of work in April.

Nevertheless, the government is severely constrained by a spiralling public-sector deficit. The budget was in deficit by Ft58.7bn (Rs34m) in the first four months, almost surpassing the Ft53bn target for the whole of 1992.

## Dollar Investment Package

A new investment concept combining currencies and bonds



This is a completely new and innovative form of investment. To find out more, return the coupon and receive a prospectus.

Please send me the prospectus on the Dollar Investment Package.

Name \_\_\_\_\_

Address \_\_\_\_\_

Tel: \_\_\_\_\_

25 years experience in private banking. Customers in more than 150 countries.

Member of EBA

JYSKE BANK Private Banking (International)  
Vestergade 9, DK-1780 Copenhagen V.  
Denmark Tel: +45 31 21 22 22 Fax: +45 31 21 42 05

## NEWS: EUROPE

### Tajiks agree to form coalition



Tajik opposition supporters continue their protests against President Nabiiev in Dushanbe

TAJIK government and opposition leaders agreed yesterday to form a coalition administration to pull their country back from the brink of civil war, a senior Commonwealth of Independent States (CIS) army officer said. Reuter reports from Dushanbe.

"A final document has been signed calling for disarmament operations to begin and for a cabinet of national unity to be formed to settle all disputed issues," said Colonel Vyacheslav Zabolotny, garrison commander in Dushanbe, the capital.

The agreement, still to be confirmed by both sides, followed talks on Sunday night between President Rahmon Nabiyev, opposition leaders and the country's senior Moslem cleric, Qazi Akbar Turazshoza.

Col Zabolotny, who presided over the meeting at the city's army barracks, said he had brought the two sides together to prevent further bloodshed.

He said that 108 people had been killed in six weeks of conflict in the impoverished

former Soviet republic, which borders China and Afghanistan.

Talks between government and opposition leaders continued yesterday and the president's position was expected to be discussed.

Col Zabolotny said that the new coalition government would have 24 members. Eight

important positions would go to opposition representatives, including those of defence minister and security police chief.

Yesterday's agreement called for both sides to disarm and for a permanent rally by thousands of Moslem and democratic opposition supporters in central Dushanbe, in its

47th day, to disperse.

The president's position now appears to be the only issue that could derail a definitive settlement to the conflict that led to the collapse of the country's conservative government last Thursday.

A refinery fire in Nizhny Novgorod, east of Moscow, has destroyed a hydraulic oil pro-

duction plant, causing problems for Russia's aviation and other industries, Itar-Tass news agency said yesterday. Reuter reports from Moscow.

No details of the refinery's output were available, and the cause of the fire was unknown. The blaze destroyed 300 tonnes of oil and 100 tonnes of paraffin, Tass said.

## HELPING TO REBUILD INDUSTRY WAS A REWARDING EXPERIENCE. NOW FOR ANOTHER.



He enjoyed his work. The greater the challenge, the better. And now he needed to get down to some heavy paperwork and a light lunch.

"Take me to the Hilton." His favourite hotel offered the things he appreciated most: pleasant, courteous service, business facilities close at hand, and all he could possibly wish for in creature comforts.

If everything worked with the same smooth efficiency as the Hilton, he smiled to himself, he'd be out of a job...

For reservations around the world, including over 70 hotels in Europe and the Middle East, call your nearest Hilton, your travel agent or Hilton Reservation Service: UK 0800 289 303, Germany 0130 2345, France 05 31 80 40.

HILTON  
INTERNATIONAL

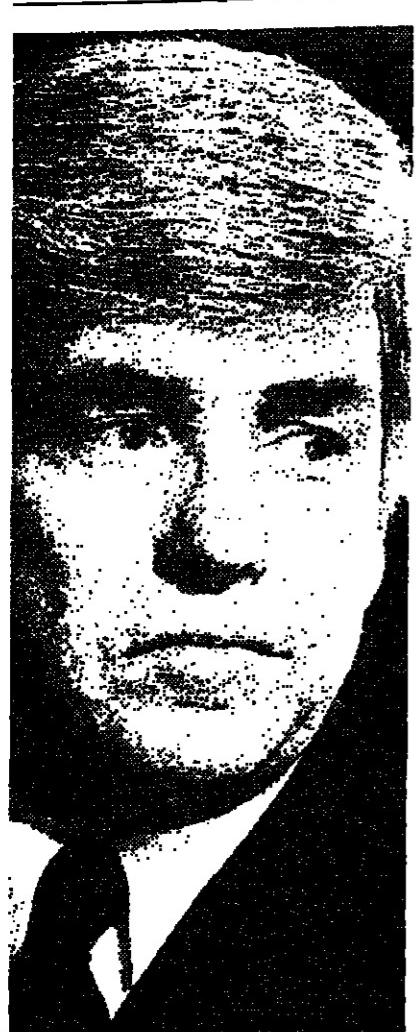
## THE HILTON • THE HOTEL

AUSTRIA • BAHRAIN • BELGIUM • CYPRUS • FRANCE • GERMANY • GREECE • HUNGARY • ISRAEL • ITALY  
MALTA • NETHERLANDS • SPAIN • SWITZERLAND • TURKEY • UNITED ARAB EMIRATES • UNITED KINGDOM

## NEWS: AMERICA

# White House battle for Bush's ear

Los Angeles' riots have forced the president into a policy reappraisal, writes Jurek Martin



Jack Kemp: admits he is not the president's closest adviser

**O**NCE upon a time, long before Dan Quayle and Pat Buchanan ran for anything national and when George Bush was thought to be a Republican moderate, Jack Kemp was the spiritual heir of Ronald Reagan's brand of free market conservatism. In 1982 he even planned a bid for the presidency to keep the flame alight.

The current US housing secretary, former congressman and football quarterback from Buffalo — but born and raised in Los Angeles — still thinks he is that heir.

In a television interview on Sunday, one of many he has given since his home town erupted, he said what America's inner cities needed was "a conservative-based, anti-poverty programme designed to empower people, designed to give them jobs, and educational choice and home ownership".

The difference from 1982 is that these days Mr Kemp uses the word "bipartisan" as a preface to everything he utters. And what this new urban messiah says often seems more in tune with what the Democrats who run most of the country's big cities want than what the Republican administration in which he serves is prepared to countenance.

"It is no secret", he told a group of foreign journalists last week, "that I am not the president's closest adviser." But it is also the case, as Mr Bush contemplates what he will do for the cities in the wake of Los Angeles, that today Mr Kemp is a man the president can no longer ignore.

There is a real war for the president's ear inside the current administration. It pits Mr Kemp's vision of government

activism, broadly in line with that espoused by Mr Michael Heseltine in Britain, against the more conventional law-and-order views associated with Vice-President Quayle and Mr Buchanan, a right-wing commentator.

How Mr Bush resolves the conflict could affect his re-election chances.

Yesterday, for example, a New York Times-CBS opinion poll found 60 per cent of 1,553 adults surveyed believed the nation was spending too little on urban problems and only 15 per cent too much.

## The differences between Jack Kemp and Dan Quayle lie in emphasis more than in substance

It also found 57 per cent disapproved of the way Mr Bush was handling race relations and 46 per cent were dissatisfied with his specific responses to Los Angeles. This may be contrasted with the overwhelming support given his handling of last year's national "crisis", the Gulf war.

There may be consolation for the president in the fact that those polled did not think that either Governor Bill Clinton of Arkansas, the presumptive Democratic candidate, or Mr Ross Perot, the prospective independent, would have done any better. But it showed some tightening of the presidential race, with Mr Bush at 36 per cent, Mr Clinton 30 per cent and Mr Perot 25 per cent, against the 38-28-23 per cent split shown in an April survey.

It is also possible that the problems of the inner cities will fade as an election issue by November. Mr Nelson Plosby, a

political historian from the University of California, wrote in the New York Times on Sunday that the frequently-made comparisons with the riot-ridden year of 1968, which resulted in the election of Mr Richard Nixon and Mr Spiro Agnew on a strong law-and-order ticket, might be invalid.

"Even dramatic events", he wrote, "frequently have a short shelf-life," which is certainly the case with the Gulf war. He argued that the most profound political event of that year was not the urban riots

but the assassination of Robert Kennedy, which fatally weakened the Democratic party.

Mr Bush, however, is in all matters domestic essentially a reactive president disinclined to take the longer view, as his variable responses to Los Angeles have demonstrated. Later this week he is going to lay out what he thinks be done now.

Mr Kemp concedes he will not be given a fistful of dollars to do the job. In his view "it's not how much money you spend as much as how you spend it". He accepts that the safety net of the Great Society programmes of the 1960s should remain in place, though some could be reformed, and that "they did not cause the Los Angeles riots".

He wants instead to build "ladders out of poverty" for inner-city residents

through enterprise zones, home ownership, entrepreneurship, job training and educational choice. Federal enterprise zones, which already exist in many states, were an ingredient in last year's tax bill, vetoed by the president because it also included some tax increases.

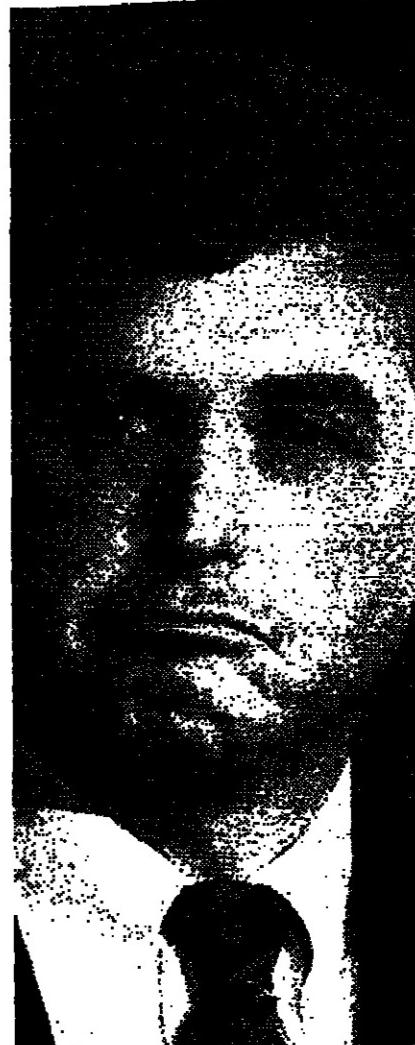
This must be set against the views of Mr Quayle, also interviewed extensively on Sunday. The differences lie in the emphasis more than in the substance, with the vice-president also subscribing to much of Mr Kemp's specific agenda. But he would spend more on law enforcement and on building prisons, and less on the social safety net.

"The philosophy and ideology of the Great Society, preaching entitlement and dependency, has to change," according to Mr Quayle. "We need to have security. If you're going to have fear in the cities, businesses aren't going to go down there and invest."

Having been a lonely figure in the Bush administration for three years, trying to breath life into a moribund and scandal-ridden department and unable to stop a steady decline in federal funding for the cities, Mr Kemp cannot be sanguine that the president will bring him in completely from the policy-making cold.

But at least he has emerged from the national political shadows into the mainstream of the inner-city debate.

Even Mr Clinton, whose own views are not a million miles from Mr Kemp's, has taken to praising him as the lone voice of reason inside the administration, which is a far cry from anything imaginable just four years ago.



Dan Quayle: philosophy and ideology of Great Society must change

## Electoral funding reform rebuffed

By George Graham  
in Washington

EFFORTS to reform the way US political campaigns are financed have again run aground, but the issue seems likely to haunt politicians in November's elections.

President George Bush this weekend vetoed a bill passed by the Democratic-controlled Congress that would have imposed voluntary limits on campaign spending in return for partial government funding.

The bill would also have curbed "soft money" donations channelled through political parties, but would have done little to reduce the influence of political action committees (PACs), interest groups which are among the main financers of elections for the House of Representatives.

Sponsors of the reform admit they have little hope of overriding the veto, which would require a two-thirds majority of both the Senate and House. But some Democrats believe Mr Bush's move could cost him votes this autumn.

On three occasions in recent weeks Mr Bush has faced fundraising embarrassment: when a Bush-Quayle fundraising dinner listed a number of corporate sponsors, in apparent violation of a ban on company

donations; when a Republican fundraiser was sued by his employees who claimed he had coerced them into contributing to the party; and when the Republican party had to place in escrow a \$400,000 (£226,000) donation from a man whose former wives and business partners say he owes them several times that amount.

Most Republicans oppose the principle of government financing for congressional election campaigns — although they condone a similar system for presidential campaigns by which the government matches small contributions. They point out that the Democrats fudged the issue by failing to include in their bill any ideas about where the government money would come from.

Republicans also oppose the concept of spending limits, on the grounds that challengers must be free to spend as much as they need to overcome the built-in advantages of an incumbent — although when elections come down to a sheer spending battle it is the incumbent who almost always wins.

Moves to cap campaign spending generate widespread voter support, but any limit must be voluntary as the Supreme Court has ruled that mandatory limits infringe a candidate's right to free speech.

## Brazilian state to privatise services

By Christina Lamb and Stephen Fidler in São Paulo

THE government of São Paulo, Brazil's largest and richest state, is launching a programme to privatise its public services.

Mr Luiz Antonio Fleury, state governor, said he was seeking private funding for the maintenance and operation of existing services, as well as the construction of new public works on a concession basis.

The first stages of the programme, approved last week by the state legislature, would include privatisation of the road network, water treatment plants, small energy generation, and expansion in the use of natural gas, the river transport system and inter-municipality bus services.

The programme is open to foreign participation. Mr Fleury said there had already been interest from Canadian,

French, Spanish and British companies, including North-West Water. Most were planning to bid in a consortium with Brazilian companies.

He had received offers of finance from foreign banks as the projects would be a private, rather than state, initiative. Tenders for concessions will be offered in 30 days for international bids.

São Paulo is the centre of Brazilian industry and has a GDP of about \$170bn (£95bn) — 39 per cent of the national total and more than that of Argentina. Its population is 31m.

Explaining the decision to privatise, Mr Fleury said the state no longer had the capacity to invest in public works. "There are two ways to overcome this — putting up taxes, which is not feasible, or privatising."

In the initial stages alone, the programme would save the state \$600m.

## Mexican trade deficit at \$1.38bn in February

By Damian Fraser  
in Mexico City

MEXICO recorded a trade deficit of \$1.38bn (£772m) in February, bringing the deficit for the first two months of the year to \$2.59bn.

The figures suggest the annual deficit, on current trends, will be close to \$16bn, far above official government forecasts and nearly \$8bn more than last year.

However, the deficit's rate of growth has slowed and may have levelled off. For the past four months the monthly defi-

cit has hovered between \$1.2bn and \$1.4bn.

February's deficit falls to \$1.04bn if revenues from *maquiladoras* (in-bound plants) are included. While revenues from oil exports have fallen, manufacturing exports rose to \$1.3bn in February, 28 per cent more than a year earlier.

Imports climbed to \$3.46bn, an increase of 29 per cent on February 1991.

In the short-term Mexico can easily finance its widening trade gap as reserves are estimated to top \$20bn and foreign capital continues to roll in.

**Milton Keynes started life in 1967. So did I. If I moved here from Yorkshire five years ago. I arrived with £15, a rucksack and a motor-bike. Now I own a three bedroom detached house with a garage — great for the Go-Kart and the old Porsche I'm restoring. If I'm sales and marketing executive for Cranfield Conference Services, so in my job I often have to sell Milton Keynes — and that's not difficult for me because it's head and shoulders above anywhere else."**

**Milton Keynes is growing up fast. If you want your company to do the same, contact Bill Williams, Chief Executive, Milton Keynes Marketing Limited, on 0908 231900.**

**25**

# Can you spot the typical European?



The concept of a "typical European" – an abstract man-in-the-street sometimes used as a basis Even within the Common Market, Europeans aren't all alike.

for corporate strategic planning – is rooted in a misunderstanding.

Indeed, the closer you look at the New Europe, the more clearly its complexities stand out.

This is due not only to obvious historic, linguistic, cultural and economic causes. It also reflects a tendency towards greater structural differentiation.

This trend will no doubt intensify in view of the desire on the part of some

EFTA countries to join the EC and given recent moves towards closer cooperation within the framework of a European Economic Area (EEA).

And ultimately, the success of economic reform in Central and Eastern Europe will also have a substantial impact.

Among other things, the more liberal environment in the future could lead to a merger of national economic centers into larger, regional markets, without regard to internal political boundaries.

Markets for goods and services will change, and there will be an increase in the international division of labor. And

of course, competition will heat up.

Dynamic companies who wish to consolidate or expand their positions in the New Europe will be dealing not only with one of the most interesting of the world's regions, but also with one of its most complex marketplaces.

That is why Dresdner Bank gives such a high priority to helping customers succeed in the Europe of the future. One example of this ongoing commitment is our specialized international banking subsidiary in Luxembourg – Europa Bank – who can help you obtain subsidies under regional, national or EC support programs.

In the final analysis, the expertise and commitment of our employees are the keys to ensuring that our customers derive maximum benefit from Dresdner Bank's worldwide network, vast experience and ability to respond quickly and flexibly to rapidly changing situations.

After 1993, Europe will be a highly complex marketplace. Although we do not underestimate the challenges posed by the New Europe, we face the future with optimism and confidence.

After all, we're based in the center of Europe. And that gives us a home team advantage.

Dresdner Bank



## NEWS: WORLD TRADE

## Textile makers warn on Asian exports to US

By David Dodwell, World Trade Editor

ASIA'S textile exports to the US will grow twice as fast over the coming decade as the US textiles market itself, US textile manufacturers argue in their latest volley against proposed reforms of the multi-fibre arrangement (MFA) regulating world trade in textiles.

According to a survey commissioned by the American Textile Manufacturers Institute (ATMI), Asian quotas will grow by 8.7bn sq metres over 10 years from 7.8bn sq m in 1993 to 13.7bn in 2002. This would account for 74.1 per cent of all quotas entering the US market. If proposals in the draft agreement on the Uruguay Round of world trade talks are put into effect.

"The Uruguay Round shuts the door on the developing countries of the world that the US is committed to help so that the Far East manufacturers can add to their wealth," said Mr Carlos Moore, ATMI executive vice-president. "India and Pakistan will get some benefits from abolition of the MFA, but China is going to be the dominant supplier."

Mr Moore's first concern is closer to home: protection of US textile industry jobs. In a report published two months ago, the ATMI warned the phased dismantling of the MFA quota system under Uruguay Round proposals would cut US domestic output of textiles and apparel from 18bn sq m to 3bn sq m by the year 2001. US jobs

in the industry would be cut from 1.75m now, to 300,000 in 2001, the report claimed.

In a draft agreement for the long-delayed Uruguay Round, it is proposed that textiles come for the first time under the General Agreement on Tariffs and Trade (GATT). Over a 10-year period, quota arrangements that have for 40 years controlled world trade in textiles will be dismantled.

Mr John Griffin, president of the American Institute for International Steel, is asking the US to work "vigorously" to back the talks which broke down on March 31 without an agreement on limiting trade-distorting practices. Institute members, which import and export steel, fear retaliation by nations hit by anti-dumping or countervailing duties.

The six largest US integrated steel producers said yesterday they were starting "consultations" with the US government before cases were filed against "unfairly traded" steel products.

The companies, USX-US Steel, Bethlehem, LTV National, Inland and Arco, said a decision on the timing of the filing was expected soon.

Reports are circulating in Washington that 87 complaints have been prepared against 20 nations for alleged dumping of flat-rolled and plate steel. Bethlehem and CR&I Steel have filed petitions alleging dumping of steel rail from Japan, Luxembourg and the UK.

The two contend that because of the dumping, the domestic share of the US steel rail market has fallen by an average 9 per cent a year from 1988 to 1991. They are seeking duties of almost 40 per cent on steel rail from Japan, 24.4 per cent on rail from Luxembourg and 30.6 per cent on UK rail.

Mr Griffin says US steel exports last year rose by 47.5 per cent (2m tonnes), while imports fell by 1.4m tonnes, a trend continuing in January and February this year. "In these circumstances, injury will be difficult to prove for US mills," he said.

The EC has urged American companies not to return to "practices of harassment bitterly experienced by US trading partners in 1982 and 1984" and asked the US government to be "severe in the examination of anti-dumping".

Mr Griffin says US steel

sales of US goods needing an export licence, to Russia's

space institute Glavkosmos or the Indian Space Research Organisation (Isro), US imports from, or government orders with, Glavkosmos and Isro come under the same ban.

A US official said Missile

Technology Control Regime

members had tried to dissuade

Eussia from selling the rocket

motors to India, they believe it violates MTCR rules against missile technology proliferation.

Technology for peaceful satellite launchers and ballistic missiles was almost indistinguishable; US sanctions applied where a rocket system could deliver a 500kg payload for 300km.

The two-year ban covers

sales of US goods needing an

export licence, to Russia's

space institute Glavkosmos or

the Indian Space Research

Organisation (Isro), US

imports from, or government

orders with, Glavkosmos and

Isro come under the same ban.

A US official said Missile

Technology Control Regime

members had tried to dissuade

Eussia from selling the rocket

motors to India, they believe it

violates MTCR rules against

missile technology proliferation.

Technology for peaceful

satellite launchers and ballistic

missiles was almost indistin-

guishable; US sanctions

applied where a rocket system

could deliver a 500kg payload

for 300km.

The two-year ban covers

sales of US goods needing an

export licence, to Russia's

space institute Glavkosmos or

the Indian Space Research

Organisation (Isro), US

imports from, or government

orders with, Glavkosmos and

Isro come under the same ban.

A US official said Missile

Technology Control Regime

members had tried to dissuade

Eussia from selling the rocket

motors to India, they believe it

violates MTCR rules against

missile technology proliferation.

Technology for peaceful

satellite launchers and ballistic

missiles was almost indistin-

guishable; US sanctions

applied where a rocket system

could deliver a 500kg payload

for 300km.

The two-year ban covers

sales of US goods needing an

export licence, to Russia's

space institute Glavkosmos or

the Indian Space Research

Organisation (Isro), US

imports from, or government

orders with, Glavkosmos and

Isro come under the same ban.

A US official said Missile

Technology Control Regime

members had tried to dissuade

Eussia from selling the rocket

motors to India, they believe it

violates MTCR rules against

missile technology proliferation.

Technology for peaceful

satellite launchers and ballistic

missiles was almost indistin-

guishable; US sanctions

applied where a rocket system

could deliver a 500kg payload

for 300km.

The two-year ban covers

sales of US goods needing an

export licence, to Russia's

space institute Glavkosmos or

the Indian Space Research

Organisation (Isro), US

imports from, or government

orders with, Glavkosmos and

Isro come under the same ban.

A US official said Missile

Technology Control Regime

members had tried to dissuade

Eussia from selling the rocket

motors to India, they believe it

violates MTCR rules against

missile technology proliferation.

Technology for peaceful

satellite launchers and ballistic

missiles was almost indistin-

guishable; US sanctions

applied where a rocket system

could deliver a 500kg payload

for 300km.

The two-year ban covers

sales of US goods needing an

export licence, to Russia's

space institute Glavkosmos or

the Indian Space Research

Organisation (Isro), US

imports from, or government

orders with, Glavkosmos and

Isro come under the same ban.

A US official said Missile

Technology Control Regime

members had tried to dissuade

Eussia from selling the rocket

motors to India, they believe it

violates MTCR rules against

missile technology proliferation.

Technology for peaceful

satellite launchers and ballistic

missiles was almost indistin-

guishable; US sanctions

applied where a rocket system

could deliver a 500kg payload

for 300km.

The two-year ban covers

sales of US goods needing an

export licence, to Russia's

space institute Glavkosmos or

the Indian Space Research

Organisation (Isro), US

imports from, or government

orders with, Glavkosmos and

Isro come under the same ban.

A US official said Missile

Technology Control Regime

members had tried to dissuade

Eussia from selling the rocket

motors to India, they believe it

violates MTCR rules against

missile technology proliferation.

Technology for peaceful

satellite launchers and ballistic

missiles was almost indistin-

guishable; US sanctions

applied where a rocket system

could deliver a 500kg payload

for 300km.

The two-year ban covers

sales of US goods needing an

export licence, to Russia's

space institute Glavkosmos or

the Indian Space Research

Organisation (Isro), US

imports from

Europe

amoto writes

le, chairman, president and chief executive officer of Neptec Instruments. Their large US market and increasingly more manufacturers, rather than known, which hardly sell outside their market.

The deal between Neptec Instruments and the French government, which has the EU's worst record for high technology investment, is instructive as a model for things to come.

The agreement provides financial assistance to assist in setting up NEPTEC-Thomson, the joint venture between Neptec and French Thomson, with investment from both governments. The agreement also includes the government's support for the new company.

High-Tech, like others, believes it is also important to grow recognition among foreign investors that foreign companies have a continuing role.

I am convinced that a new direction is taking place in Europe which recognises importance of good design and the like qualities and contributions these companies make to improve the effectiveness of the European electronics industry," says Roberto Sclafani, president of Tosca Instruments in Italy and vice-president of the European manufacturer group.

Whether the attitude

of the EC has been seen

as positive or not, the fact

is that the partnership is

growing trend for invest

ment in semiconductor

industry in Europe, and this

European competitiveness

continues to be increasing

dependent on foreign inves

tors.

in EC link

impacts imports from the

Latvia, Lithuania and

Vietnam ministers hope

to today's parts, giving due

benefits they breifly believe

the EC's 1990 trade

co-operation accord with

Soviet Union, would be

solved by eventual entry

of Latvia, Lithuania and

Vietnam into the EC.

in EC link

## NEWS: INTERNATIONAL

## Indian bank chiefs face securities fraud probe

By David Houcego in New Delhi and R.C. Murthy in Bombay

THE Indian government is pursuing possible fraud charges against senior executives of state owned banks involved in a securities trading scandal.

Dr Manmohan Singh, finance minister, told the Indian parliament yesterday that the Central Bureau of Investigation (CBI) had been asked to examine trading in bankers' receipts by State Bank of India, the largest of the state owned banks, as well as by National Housing Bank and United Commercial Bank. Bankers' receipts are promissory notes issued by banks to register the transfer of government securities.

Senior government officials said yesterday that bogus

paper had been traded and that the police had been called in to pursue fraud charges. Funds from trading in bankers' receipts were siphoned into the stock market and helped fuel the recent share price boom.

The Bombay Stock Exchange index - which has fallen 18 per cent over the last two weeks - slid a further 23.95 to 3,420.05 in nervous trading. Institutions were reported to have intervened to stabilise prices.

Mr S. Venkitaraman, the governor of the Reserve Bank of India, the central bank, confirmed that several officials of the three banks had been suspended or asked to take immediate leave.

Apart from M.H. Pherwani, who resigned as chairman of National Housing Bank on Saturday, Mr K. Margabandhu,

chairman of United Commercial Bank, and Mr C.L. Khemani, deputy managing director of State Bank of India, have also been asked to take leave.

Among others under investigation is Mr Harshad Mehta, a prominent Bombay broker and a leading "bull" on the market who was recently forced to settle outstanding accounts with State Bank for Rs1.2bn (\$120m).

The Reserve Bank governor yesterday used a gathering of bankers to ask them to establish banks' total exposure in what is being described as India's worst financial scandal. Bankers informally say that banks' exposure to irregularities in the securities market could be Rs30bn-Rs40bn.

Dr Singh told parliament that the Reserve Bank had established a prima facie case against the three banks named in the securities scandal.



Eugene Terre Blanche, the white extremist leader, arrives at a magistrate's court at Potchefstroom yesterday to face charges arising from last year's "Battle of Ventersdorp" where three died in violence at a meeting being addressed by President F W de Klerk.

## Elections speed Tehran's farewell to the ghost of Khomeini

Anti-US slogans disappearing from the capital's walls indicate a readiness to consider relations, writes Colin Barracough

**A** NTI-US slogans still emblazon Tehran's walls, and Friday prayers at the University of Tehran kick off as usual with the regulation chant of "Death to America".

But the slogans are fast disappearing. Mr Gholam Hosseini Karbaschi, the new city mayor, has despatched clean-up squads to remove the worst of the graffiti. His employees apparently read the slogans and decide which are just too good to remove. Any that fall the test are summarily whitewashed.

Iran's estrangement from the world economy is drawing to an end. Non-oil exports doubled this year, trade with Europe and Japan reached record heights, and supporters of reformist President Hashemi Rafsanjani scored a runaway success in parliamentary elections.

In fact, reform is so advanced in Tehran that there is even talk of a rapprochement with the Great Satan, the US. Even to whisper the word

America is risky, but several signals from Tehran point to a willingness to consider relations.

Trade with US companies, conducted largely through intermediaries, is booming. One diplomat in Tehran estimated that bilateral trade between Iran and the US amounted to \$500m (£323m) during the year to March, making the US Iran's seventh largest importer.

As far back as last September, Mr Mohammad Javad Larijani, a member of Iran's National Security Council and an influential adviser to Mr Rafsanjani, told the Washington Post that normal relations with the US were "theoretically not impossible". He said that publicly stating such a position in Tehran had been difficult because of pressure from hardline critics.

With the hardliners' vitriol dampened by poor election results, the way is presumably clearer for more constructive moves.

The biggest stumbling block

to restoring ties is the \$10bn of Iranian assets which Tehran claims is frozen in the US. Washington seized the money after Iran's Islamic revolution in 1979, but it has never officially announced the amount it is holding. Iranian claims for compensation have been bogged down at The Hague tribunal since 1981.

There were indications of a thaw in relations last November, when Washington released \$278m for weaponry

results in elections for Iran's 270-member parliament were announced. The results confirmed earlier reports of a landslide victory for Mr Rafsanjani's supporters throughout the country, and a rout of his radical opponents.

Mr Velayati said Iran's president would now press ahead with completing the country's 1989-94 five-year economic development plan which placed particular emphasis on reconstruction following the eight-year war with Iraq.

Some candidates even mentioned better relations with the US in public speeches, however. Mr Rajale Khorassani, former Iranian ambassador to

the United Nations, admitted in a campaign speech in early April that restoring diplomatic relations with America was at least a possibility. "The experts study and decide that it is in the interest of the Islamic republic of Iran," he said.

"They are arguing about the price of relations, not the principle," said a diplomat.

Mr Ali Akbar Velayati, the long-serving foreign minister, is more cautious. He denies that any positive approach

towards the US is possible without the unilateral release of funds by Washington. But Mr Velayati does not always see eye-to-eye with his president about the speed of reform in foreign policy.

Mr Velayati is closely allied with Iran's spiritual leader, Ayatollah Ali Khamenei, whose politics falls between the reforming camp of President Rafsanjani and the hardline faction of Mr Mehdi Karroubi, parliamentary speaker.

The president is reported to be frustrated by the slow speed of Iran's rapprochement with the west.

Some suggest that the US is now more hardline on rapprochement than Iran. "The United States sees Iran as it was 13 years ago," said one American commentator in Tehran. "Things have moved on since then."

Officially, Washington is nervous about Tehran's intentions. Iran is reported to have bought some \$2bn worth of tanks, aircraft and submarines from former Warsaw Pact

countries. It is developing medium-range missile technology with North Korea. Rumours still persist that it is trying to secure nuclear technology from a Central Asian republic.

Tehran has a case for rearmament. It has emerged from a devastating eight-year war against Iraq in which its stock of military hardware was all wiped out.

Understandably, Washington wants to tread cautiously on relations with Iran, at least until the US presidential election in November is over. Too much political blood has been spilled over Iran in the past decade for rash gestures.

But a new White House might do well to take a closer look at Tehran and recalculate its sums. An expanding economy, replete with oil, gas, minerals and enormous potential, is hungry for investment. But if these hopes of betterment are not fulfilled, the country could still abandon reform and turn back to the ghost of Ayatollah Khomeini.

## EC holds up \$150m grants for Nigeria

THE European Community said yesterday that Nigeria could not tap approved EC grants totalling about \$150m (£84.7m) until it had International Monetary Fund approval for tough economic reforms, Reuter reports from Lagos.

"We need the approval in order to guarantee that Nigeria will make effective use of the money," an EC official said.

The money in question is an Ecu83.7m General Import Programme allocation and an Ecu40m export grant.

Nigeria, in the sixth year of free market economic reforms, is negotiating a new standby loan facility with the Fund. It does not draw on IMF facilities but needs IMF endorsement of its reforms to claim easier terms on its roughly \$30bn foreign debt and to gain access to new funds.

The reforms were introduced by military President Ibrahim Babangida to rescue an economy crippled by low oil prices, corruption and poor productivity.

The IMF and Nigeria signed a 15-month \$450m credit deal in January 1991 but Lagos failed to win IMF approval last year under a mid-term review of the accord.

Failed to meet IMF conditions such as public spending cuts and closing a gap between official and free market exchange rates for its naira currency. It has since taken steps to close the exchange rate gap.

### Earth Summit draft held up

SHORTAGE OF funds divided 83 governments yesterday as they began to draft a treaty to save the world, Reuter reports from Nairobi.

The eight-day conference is to agree a framework to protect the richness and diversity of the earth's plants, animals and micro-organisms for heads of state to sign at the Rio de Janeiro Earth Summit next month.

### An urgent challenge to British business

**SIGHT SAVERS**



## CAN WE RESTORE SIGHT TO TWO MILLION PEOPLE BY THE YEAR 2000?



"As your President, I have been much heartened by the endeavours of Sight Savers to combat the terrible affliction of blindness in developing countries. The future well-being of very many people depends on this work, and it is an important milestone in the Society's history that this year the three millionth cataract patient had a sight restoring operation in Pakistan."

HRH Princess Alexandra  
August 1991

is a charity that does a simple, yet wonderful thing. It restores sight to blind people in some of the world's poorest countries. And last year it achieved its three millionth miracle. For a fifty year old widow in Pakistan had a cataract removed and her sight restored. The operation took twenty minutes. It cost just £8.

Three million may have been cured but millions remain to be cured. The World Health Organisation estimates that there are between 27 and 35 million blind people in the world; a conservative estimate indicates 40 million by the year 2000. 85% to 90% will live in Africa or Asia.

Sight Savers has set itself a target. To cure another two million people in the next nine years. Which would mean that this UK-based charity will have brought sight to five million people in the last thirty two years of this century. Can you think of a better combination of achievement and ambition with which to associate your company?

For British companies need to be involved if that target is to be reached. Sight Savers is supported by tens of thousands of individual donors throughout the country. It is their regular generosity that has made possible the eye camps, the clinics, the paramedics, the training schemes... all the varied activity that has underpinned this extraordinary achievement of Sight Savers.

But, the target set for the year 2000 means an investment that goes beyond the means of those ordinary donors. For this is the tragedy. We now know so much more about blindness and its causes that, for the first time in history, we can go a long way toward eradicating it. More than eighty per cent of blindness in developing countries is either preventable or curable.

Now that we know so much, now that we have achieved so much, now that we know so precisely what remains to be done... now is the time to commit ourselves for that greater effort.



### THE HUMAN DIMENSION

"I can see my children. I can help my family farm the fields. I can help my mother at home".

This is Taj Bibi talking on April 28 last year from her bed in the mobile hospital at Akora Khattak in the North West Frontier province of Pakistan. Just half an hour after the cataract operation she was able to identify her son, her father and her sister. She turned to the woman surgeon, Dr Arifa Gulab, and prayed that she be granted ten sons.

This fifty year old widow was the three millionth person to have sight restored by Sight Savers.

### THIS IS THE SORT OF HELP WE NEED:-

£150,000 to build a twenty-bed eye hospital.

£20,000 to equip that hospital once it is built.

£18,000 to train an eye care consultant.

£3,600 to train a paramedic ophthalmic clinical officer.

£37,500 to purchase and pay the running costs of a four wheel drive vehicle for five years. The need is for ten such vehicles a year.

These are big sums and they are only likely to come from company partners who can share Sight Savers' sense of mission.

First, think. Think about the good you can achieve. Think about the geographical link your company may have with the Sight Savers programme. Think about how best you can get involved in the mission to give sight to two million people.

Then, at your discretion, commit yourself or your company to that mission. The very minimum you could do is make a simple, one-off donation.

Consider for a moment that each one hundred pound donation will supply sight to twelve people. Possibly you will be thinking bigger than a one-off donation. You now have the opportunity of becoming involved in the nine year programme we have announced.

How can you help most cost-effectively and vigorously?

And, if you are thinking in that mode, contact us. For it is partners we are seeking and we owe it to you to explain in greater detail what we could achieve together. But, do not ignore us. Above all, do not ignore the millions of people for whom we could achieve a miracle: the miracle of sight.

Please write to me direct: David Thompson, Chairman, Sight Savers, PO Box 191, Haywards Heath, West Sussex, RH16 4YF.

You may first have heard of us as the Royal Commonwealth Society for the Blind. But Sight Savers says it better. For this

Countries in which Sight Savers works: Botswana, The Gambia, Ghana, Kenya, Lesotho, Malawi, Nigeria, Sierra Leone, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe, Bangladesh, India, Pakistan, Sri Lanka, Hong Kong, Malaysia, Fiji, Papua New Guinea, Solomon Islands.



## NEWS: UK

Miners to benefit from improved pension deal

By Neil Buckley

TRUSTEES of British Coal's pension fund are to use £16m of a surplus of almost £150m to improve pensions to mine-workers before privatisation. The move would ensure the increases could not be reduced by any new owner.

The company announced last December that the trustees of the Mineworkers Pension Scheme were considering how to share out a £1.49bn surplus. A plan backed by the mining unions involves 70 per cent being used to improve the scheme, and 30 per cent allowing British Coal to extend its contributions holiday from 1994 until the year 2000.

Benefits to members include a 25 per cent service credit for contributors. The normal pension age will be reduced from 52 to 50.

Critics of the plan, however, warn that it could lead to a shortfall in a few years, as staff reductions leave the number of contributors far out-weighted by pensioners.

Once British Coal is privatised, it is not clear who would be responsible for making up any shortfall.

## Private bidders emerge for sale of British Coal

By Juliet Sychrava

BRITAIN'S largest private coal producer yesterday emerged as a bidder for part of British Coal, the state mining consortium, and claimed the industry can withstand competition from overseas suppliers.

Ryan Group said yesterday it would be able to buy part of British Coal when it is privatised after restructuring its finances with a £50m equity injection from a City consortium led by the fund management company, Electra.

The move is a sign that private sector coal companies believe British Coal has a future, in spite of pessimism about the company's prospects.

Mr Crispian Hotsom, chief executive of Ryan, said mining concerns such as Anglo-United, Hanson, and RIZZ would be lining up to bid for parts of British Coal, as well as international coal companies.

Ryan will be one of the smallest vultures gathering around British Coal - it produces only 6m tonnes of coal compared with British Coal's 90m. But Mr Hotsom threw

down a challenge to British Coal. "We could get their costs down, and so could a number of international companies," he said.

He rejected reports from NM Rothschild, the merchant bank advising the government on the company's privatisation, forecasting that competition from gas and imported coal could force British Coal's total output down from 90m tonnes today to 35m-40m tonnes.

"I think Rothschild has taken rather a narrow view," said Mr Hotsom. "They have looked at British Coal as operating in a closed coal economy. But once you get the industry on a world basis, there is a huge export market to Europe."

British Coal's pits could produce 50m tonnes of competitive coal, he said. At world prices that could mean a revenue of close to £1bn.

Although there are so far no details of how British Coal might be sold, it is likely that it will be split into several companies, and Ryan is hoping it will be able to bid for smaller businesses.

## BRITISH RAIL

## Networks fail to meet punctuality targets

By Richard Tomkins, Transport Correspondent

A QUARTER of all rail routes in Britain are failing to meet punctuality targets set for them under the British Rail (BR) Passenger's Charter, figures published yesterday show.

Users of the worst lines on the state rail network, however, will not qualify for compensation unless the poor performance is sustained to the end of the year.

The figures are the first to show BR's performance against targets on a line-by-line basis since the Passenger's Charter was launched two months ago.

The worst route for punctuality so far has been Network SouthEast's London-Kent Coast line, where only 73.2 per cent of peak-hour commuter trains reached their destination less than five minutes late. The target for the line is 83.3 per cent.

For cancellations, the poorest performers were Network SouthEast's London Tilbury & Southend line and Regional Railways' North-East lines, both of which ran only 96.6 per cent of scheduled trains. The target throughout BR is 99 per cent.

One surprise in the figures is the particularly poor performance of the InterCity sector, customarily portrayed by BR



Rail fatigue: passengers on many routes face delays and overcrowding

as the jewel in its national crown.

All except two of InterCity's seven routes failed to meet punctuality targets, some by a

wide margin; and of the two lines which did pass the punctuality test, one - the Gatwick Express - failed on reliability.

The best line in Britain

former is the Great Western route out of London's Paddington station, while Network SouthEast's is the line to Northampton from London's Euston station.

Under the Passenger's Charter regular rail users will get discounts on season ticket renewals if their lines fail to meet performance targets by more than a narrow margin over a 12-month period.

Monitoring, however, only began in January, so BR can avoid giving discounts if it brings performance on the worst lines up to par by the end of the year.

BR said yesterday that although 11 of its 44 routes had failed to meet punctuality targets, only seven of the lines were performing badly enough to trigger discounts for season ticket-holders if they did not improve.

Sir Bob Reid, BR chairman, said: "We have got off to a good start, but we are not complacent about the figures. They have identified many areas where we perform very well, but a few where we are not giving passengers the service we want to."

Mr Roger Freeman, the transport minister, said: "Publication of these figures is an incentive to those who work on the railways. It's not just about discounts."

## Ulster politicians set proposals for reform

By Ralph Atkins and Our Belfast Correspondent

NORTHERN Ireland's rival political leaders set out differing proposals for government in the province yesterday as inter-party talks in Belfast appeared to make headway.

The leaders of the pro-British Unionist parties and the nationalists - who favour links with Dublin - met briefly for a plenary session under the chairmanship of Sir Patrick Mayhew, Northern Ireland secretary. Work on possible models for devolution then moved to a sub-committee chaired by Mr Jeremy Hanley, junior Northern Ireland minister.

Now in their third week, the "round-table" talks have so far avoided the public rows over procedure which plagued a similar attempt to negotiate Northern Ireland's political future last year.

Sir Patrick, however, will have to decide soon when to

move to "strand two" of the talks, when the Irish government will enter and negotiations turn to relations between north and south Ireland. It will be a test of whether Unionist suspicions of nationalists' intentions have receded.

Beforehand, it was agreed by all sides that "strand two" would begin "within weeks" of the start but that may not allow enough time for the still substantial differences over devolved government to be resolved.

Sir Patrick Mayhew, the Northern Ireland secretary, is keen to maintain the momentum and has already given the leaders a document identifying what the government sees as areas of common ground.

Unionists are likely to resist any form of power-sharing administration while the nationalist Social Democratic Labour Party and the moderate Alliance Party are likely to push for this option.

## Independent gas supplier moves into UK market

By Neil Buckley

THE COMPETITION to break down British Gas's monopoly of industrial gas supply was broadened yesterday when a new company claiming to be the first truly independent supplier entered the market.

North Sea Gas, based in Bristol, will compete for share when British Gas auctions off some of its sites later this year. It is also close to reaching agreement with two other gas producers.

Backed by both private and institutional capital, the company aims to serve small commercial and industrial customers in southern and south-western England and south Wales.

Of the 14 existing competitors to British Gas, five are joint ventures between regional electricity companies and Utilicorp, the second largest gas-marketing company in the US. The other nine are owned by oil or gas production companies. North Sea Gas is the first independent supplier. With no links with a producer.

The announcement came only days after Mr Tim Eggar, energy minister, indicated that he would reduce the threshold for consumption under which rivals to British Gas are allowed into the market from 25,000 therms a year to 2,500 therms later this year.

North Sea Gas has received authorisation to operate from Ofgas, the industry regulator, and so is guaranteed to receive at least the minimum allocation of 10m therms when British Gas sells 500m therms of its gas to competitors this October. It will deliver gas through existing pipelines and meters by renting use of the main system from British Gas.

Mr Ian Powe, chairman of the Gas Consumers' Council, said he had been eagerly awaiting the arrival of companies like North Sea Gas in the marketplace. "This is the first example of true competition in terms of purity of operation."

## Concern over EC copyright proposals

By Raymond Snoddy

THE UK television and film industry has expressed its "grave concern" to Mr Michael Heseltine, trade and industry secretary, over European Commission copyright proposals.

British broadcasters say Commission plans to harmonise copyright throughout the Community "would wholly undermine the copyright system which governs audio-visual production in the UK".

A proposed directive would provide for "equitable remuneration" for any actor appearing in a film or television programme being offered for video rental. All the actors involved in a production would also have a new right to authorise or prohibit the renting of audiovisual works.

The Commission originally sought to extend the controversial rights to all forms of distribution and reproduction but this has been dropped in the latest draft.

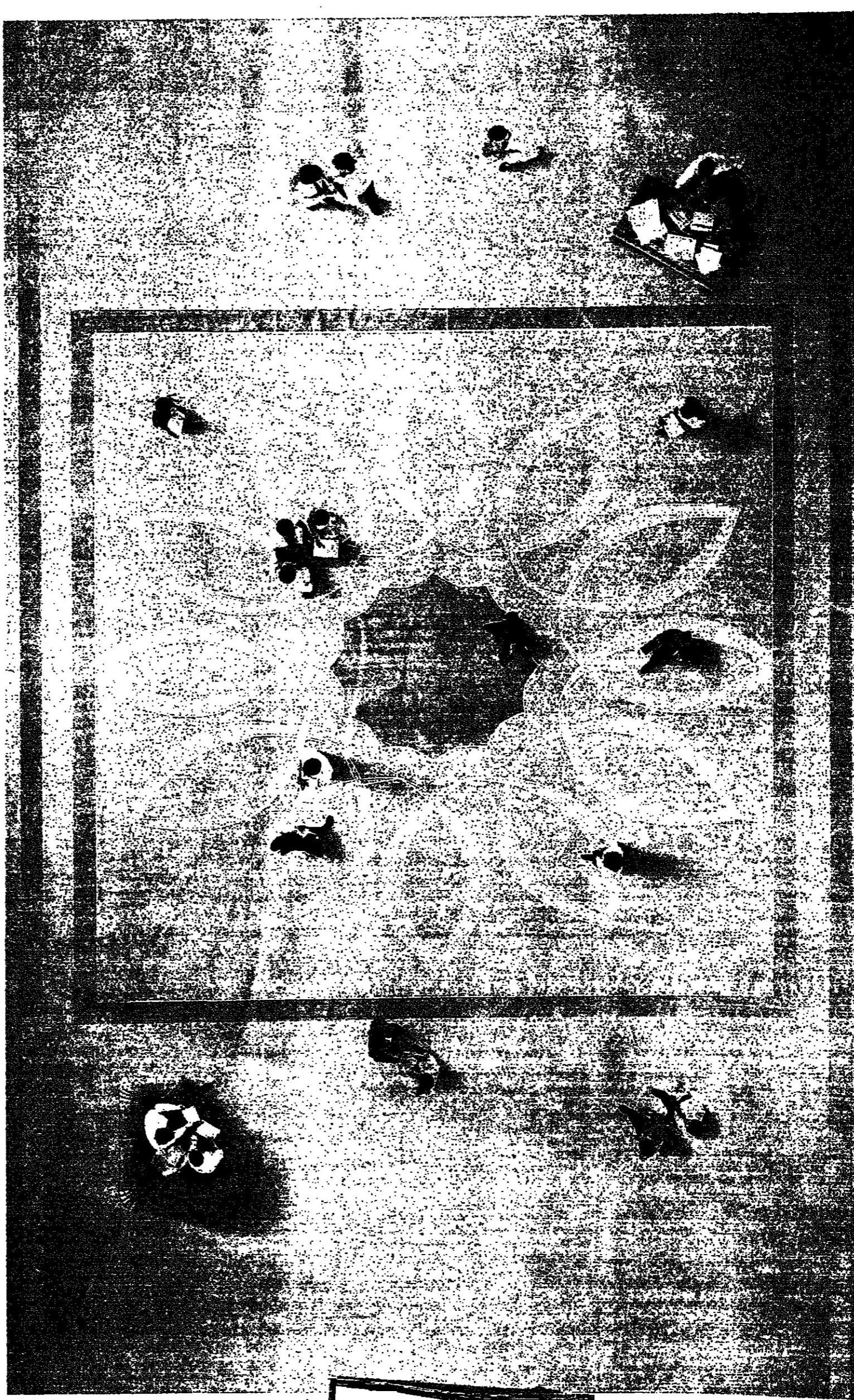
"These provisions would be applied retrospectively with alarming implications for owners of film and programme libraries," the letter to Mr Heseltine warns.

The letter is signed by senior executives from the BBC, ITV, Channel 4, PACT, the independent producers alliance, British Screen Finance and by Mr David Puttnam and Sir Richard Attenborough.

The broadcasters and film makers believe the Commission has pursued its objectives without thinking of the implications for the UK industry.

Mr Clive Leach, chairman of ITV's European Committee said: "Potentially this directive is a dagger pointed at the heart of European programme production. It will hamper investment in programmes and put us at a competitive disadvantage with America and Australia."

Critics believe that tens of thousands of contracts might have to be renegotiated - some going back 40 or 50 years.



Concern over EC copyright proposals

# Banks offer lowest pay rise since 1960s

By Catherine Milton and David Goodhart

PAY RISES in the UK banking sector have fallen to their lowest level since the 1960s, with all the major banks settling for rises below the inflation rate.

Yesterday it became clear that more than 28,000 clerical staff at the Midland Bank will accept a 3.5 per cent pay rise. Later this week Barclays Bank is expected to impose a 3 per cent rise.

Earlier this year Lloyds imposed a settlement of around 4 per cent, although it is slightly higher when calculated over a whole year, and the National Westminster around 2.5 per cent.

Only the Bank of Scotland has bucked this trend with an offer worth between 5 and 5.5 per cent.

Managerial pay, meanwhile, which also rose rapidly in the 1980s, is showing further signs of restraint. According to the latest survey by PE International management consultants, median salary rises for UK executives in the six months to April stood at 5.5 per cent.

This compares with median increases of 10 per cent over the same period last year.

Employers and government ministers will be pleased to see that the 150,000-plus banking sector — where pay rises helped fuel white-collar pay inflation of the late 1980s — is now acting as a drag, rather than a push, on overall average earnings.

Bank pay rises have even fallen below first quarter settlements in the manufacturing sector which the Confederation of British Industry calculated at 4.8 per cent.

Pay analysts, however, expect the latest average earn-

ings figures, for release by the Department of Employment on Thursday, to be holding up at about 7 per cent. The earnings index figures are inflated by overtime and other bonuses.

The index is also slow to reflect falling inflation and settlements because it takes into account all pay rises over the previous 12 months.

According to Mr Alistair Hatchett, of Incomes Data Services, the generosity of the banks and other employers in the City of London in the late 1980s caused big problems for many other employers of white-collar staff in the same sector of the labour market.

The latest settlements reflect depressed conditions in the financial services sector and some banks' provisions for bad debts. The rises are about half the level of last year.

Similarly restrained rises are being awarded at smaller banks, according to Biff the banking union. The TSB yesterday offered its 17,000 non-managerial staff a 3.5 per cent rise, which Biff is recommending they accept, and negotiators on both sides at Yorkshire Bank are to meet on Thursday to discuss a 3.3 per cent offer.



Judith Ward, jailed for life in 1974 for an Army coach bombing in which 12 people died, was freed on bail yesterday by the Court of Appeal pending the formal quashing of her convictions.

The Court ruled that confessions made by Miss Ward, 43, to the attack and two other bombings were unreliable because of her mental instability at the time and her conviction was therefore "unsafe and unsatisfactory".

## Tories may rebel in Maastricht vote

By Alton Smith

MORE than a dozen Conservative MPs are prepared to vote against the government over legislation ratifying the Maastricht agreement in a move which could put the government's majority at risk, according to a group of EC Tories.

The group of so-called Eurosceptics claims the debate on the European Community has moved on since last December when only a handful of Tory MPs voted against the Maastricht deal. The government, they add, is more likely to come under pressure following its sharply reduced majority at the April 9 general election.

The MPs said that since their colleagues are not under the same pressure to be loyal as before the election, some MPs who abstained last December will vote against the government now.

The Eurosceptics are discussing tactics and organising themselves in preparation for the first debate on the proposed legislation, which is due to come before the Commons later this month.

Until then, the Eurosceptics will be trying to persuade colleagues who have expressed some concern about the sum-

mit agreement.

Leading campaigners are

said to include Mr Michael Spierer, Mr James Cran and Mr Christopher Gill.

Though no-one has been excluded, the campaigners have little hope of persuading many of the new Tory MPs to join the rebellion.

One newly-elected Tory MP said that though he would probably end up voting for the government he would do so reluctantly and make his unease known to the party managers, known as whips.

The opposition Labour party has not yet agreed how it is likely to vote on the bill; one likely course is that the party would put down and vote for an amendment in favour of the European social chapter, from which the UK "opted out", but might abstain on the bill itself.

The Eurosceptics emphasise that even though the government may get its majority on the bill, the future of Europe will continue to run as a controversial issue in the Commons throughout the parliament.

The Conservative MPs who voted against the Maastricht deal last December included Mr John Biffen, Mr Nicholas Budgen, Mr Richard Shepherd and Mr Bill Walker.

## Exchange issues tight rules on share dealing

By Richard Waters

TIGHTER RULES on share dealings by directors of listed companies, and on dealings by their families and associates, were issued yesterday by the London Stock Exchange after the share-rigging scandal surrounding the late Mr Robert Maxwell.

Had they been in force before, the rules would have prevented Mr Maxwell and Goldman Sachs, the US investment bank, from agreeing an options deal which has subsequently been the subject of intense scrutiny by various regulatory bodies. The deal gave Goldman the right to sell 15.6m shares in Maxwell Communication Corporation to Mr Maxwell at a pre-agreed price.

The exchange did not name Mr Maxwell or MCC, his main listed vehicle, when issuing the rules, but the changes are believed to have been provoked entirely by revelations about dealings in MCC shares and options on MCC shares between the summer of 1990 and Mr Maxwell's death last autumn. The rules will take effect from June 1.

Registrations fell to 17,220 in April compared with 19,406 in the corresponding month a year ago according to figures from the Society of Motor Manufacturers and Traders.

The fall in registrations in April was the 21st successive monthly year-on-year decline. Sales in April were 48.7 per cent lower than in the same month three years ago.

## Britain in brief



### Accountants face action over BCCI

Price Waterhouse, the accountancy firm, faces the prospect of renewed legal attack for its role as auditor to the failed Bank of Credit and Commerce International (BCCI) following demands from plaintiffs in a US class action suit to re-try its case.

Milberg Weiss, the law firm bringing the suit against 77 defendants, is trying to overturn the April 30 decision by the US California central district court to dismiss its case against Price Waterhouse.

Milberg Weiss alleged there was a conflict of interest by two law clerks in the April hearing. It said they worked on the BCCI case after accepting employment from law firms representing key defendants in other BCCI actions.

The High Court in London, meanwhile, granted an adjournment to creditors of BCCI who decided to reject the proposed liquidation settlement negotiated with the Abu Dhabi majority shareholders.

### Lloyd's Names to issue writs

Lloyd's of London, the international insurance market, is expected to face fresh legal action in the next few days from loss-making Names.

A new pressure group of Names, the individuals who underwrite the market, was formed last month which is chaired by the US lawyer, Mr Andrew Grossman. Called the Distressed Names LMX Spiral Action Group, it plans to issue writs against managing and members' agents at the insurance market before 15 May.

The group is seeking support from several thousand Lloyd's Names who face multi-million pound insurance losses as a result of their membership of syndicates which specialised in spiral reinsurance business — in which syndicates and London market companies reinsured each others' catastrophe exposures. Lex, Page 20

## Wales gets new investment

Mr David Hunt, the Welsh secretary, announced that agreement had been reached for 10 new industrial projects in Wales involving investment of over £15m and expected to create over 450 new jobs.

Mr Hunt said that in the space of a week he had been able to announce 1,000 new jobs in areas of business ranging from automotive components to food processing.

## Used car market stalls

An expected post-election strengthening of the UK used car market failed to materialise last month.

Statistics from HPI, the hire purchase monitoring group, show the number of finance agreements on used cars last month fell by 7.1 per cent, to 75,483, from 79,023 in March.

The drop throws into reverse a recovery for the first quarter as a whole, when credit-financed sales of used cars rose by 9.25 per cent compared with the first quarter of last year.

## Bets on Walker

Sir David Walker, chairman of the Securities and Investment Board, has been named by UK bookmakers as the likely choice to be next Governor of the Bank of England. Ladbrokes installed Sir David, who heads the City's main regulatory organisation, as the 6-4 favourite to replace Robin Leigh-Pemberton who steps down at the end of June next year.

New commercial vehicle reg-

## WE'VE LAID THE FOUNDATIONS TO BUILD INTERNATIONAL SUCCESS.

There's a powerful new force in global banking to help manage your international business interests.

Argentaria, Spain's new banking and financial corporation brings together the country's leading specialist banks into one single federal organisation, to offer international clients strategic business advantages from its specialist range of banking and financial services.

Banco Exterior de España (BEX), the flagship of the group, is a leader in Foreign Exchange and Capital and Money markets.

With an international network operating in 28 countries across Europe, the Americas, the Far East and North Africa, BEX offers key strengths in identifying and developing international business initiatives.

We provide expertise in foreign trade both at a business and institutional level.

Closer to home, we offer insight, advice and information concerning EC legislation and standards on developing international business.

Whilst we hold a pre-eminent position in the peseta market around the world.

(In addition to the normal channels of business available to you, our services are available 7 days a week, 365 days a year through Banco Directo, our telephone banking subsidiary.)

The result? We are providers of long and short term financing, insurance, stock broking services, asset management and project finance.

Our specialist subsidiaries include one of the largest savings banks in Spain: the largest mortgage bank in the country; a specialist bank in the agricultural sector, and we are the main provider of finance for local authorities.

The benefits to your business?

A wider range of specialist services covering all levels of international banking and finance, whatever your needs.

A more rational and efficient range of services offered through Argentaria's subsidiaries to meet your requirements.

And complete accessibility to Argentaria's specialist services wherever you are today, and wherever you want to be in the future.



**ARGENTARIA**

*Corporación Bancaria de España*

A EUROPEAN POWER IN WORLDWIDE BANKING

## TECHNOLOGY

**M**odern sports professionals rely more than ever before on sheer, unadulterated power as a winning strategy. The American golf player John Daly can hit a ball 340 yards off the tee; the German tennis star Michael Stich can hit a serve at 120 mph past all but the best opponents.

For these two, and hundreds of other professionals in their chosen sports, the key to success is a mixture of athleticism and new equipment technologies - specifically, graphite-fibre golf shafts and large-headed tennis rackets made of composites of graphite and fibreglass. These have unlocked power that was unattainable just a decade ago.

But simultaneously they represent changes in the games. Daly and Stich came from nowhere last year to win one of their game's biggest events - Daly at the US PGA championship at Crooked Stick, Indiana last August, and Stich at Wimbledon last July.

But how much was skill, and how much the equipment? If the equipment alters the nature of the game, should rule-makers ban it? Or should they welcome the boost such advances offer amateurs, on whom the wider health of the game depends?

The administrators do not know the answers. So the rules of modern sports have become more like a weapon in a continual conflict with equipment manufacturers, rather than a regulator of contests between players. After all, is any tennis player likely to measure the width and length of an opponent's racket-head? Or a golfer expected to grab an opponent's irons and minutely examine the shape and spacing of the clubface grooves?

**'Manufacturers, like players, are competing with each other. And competition leads to better equipment'**

Hardly. But the rules specify them, sometimes to the millimetre.

Now are tennis and golf alone in facing dilemmas caused by runaways in technologies. Hardly any sport is untouched, from athletics, where new materials in some running tracks favour sprinters but penalise long-distance runners, to yachting, where competitors in the bi-annual Americas Cup competition now spend as much time puzzling over its rules, and wondering whether new boat designs (produced in wind tunnels and supercomputer modelling) break or bend them, as they do tacking and gybing.

"Equipment has had an effect on the game, but that's inevitable,"

Charles Arthur explains how advances in sporting equipment have changed the nature of the game

# Moving the goal posts

says Andrew Coe, assistant product development manager at the tennis division of BTR subsidiary Dunlop Slazenger. "It's just evolution." Bob Haines, the company's research and development manager, adds: "Manufacturers, like players, are competing with each other. And competition generally leads to better equipment, too."

That competition has created something else on an acute problem for men's professional tennis. Until the late 1970s, every professional used wooden rackets. Nowadays they all use graphite-fibre models which are lighter, larger and stronger. These are made by heating acrylic fibres to around 270 deg C, when they form graphite and carbon fibres - far stiffer and lighter than wood. These are then injection-moulded along with fibreglass in varying ratios to produce composite rackets.

Being stiffer than wood, these transfer more of their energy into the ball, which can be hit up to 30 per cent harder. Serves of over 100 mph are common. Though the rackets are two-thirds bigger than wooden ones, the extra size does not compensate for reduced reaction time. Thus the typical point in a men's match next month at Wimbledon will last less than three seconds, and consist of three strokes: serve, return and volley.

For spectators, such matches lack attraction. Thus the Association of Tennis Professionals (ATP), which runs the majority of the men's professional tournaments, and the International Tennis Federation (ITF), which lays down the rules for use worldwide, are worried. If the professional game becomes so boring that no one watches it, the ATP's members will have no income, instead of the £35m in prize money offered on the tournament circuit this year.

In March the ATP got together with the ITF and a number of player and manufacturer representatives to discuss what it calls the "power problem". Among the suggestions were changes to the size of the court, the rules, and enforced reductions on racket sizes.

Manufacturers oppose limits for



John Daly (l) and Michael Stich helped to victory by powerful equipment

two reasons. First, as Haines says: "Everything tends to get faster in sports; if you put an artificial control on anything, that makes the sport artificial." In other words, the sport does not explore the players' limits of ability.

Second, amateurs adore more powerful rackets; they, not professionals, led the move away from wood, which racket-makers followed happily because the new rackets yielded higher profits.

Yet manufacturers have lost out through that. Wooden rackets wore out and broke (within a few weeks when used professionally), but graphite often lasts for years. Total sales worldwide have dipped from a peak of \$15m in 1981 to \$11m in 1991. Racket-makers now have to rely on intensive marketing, finding ever more exotic substances to

incorporate in their products: last year one offered materials also found in the Stealth bomber.

The problem for the ATP is that any changes it proposes should not affect the women's professional game - which is separately run and publicly delighted with the increased power the new rackets lend - and be relatively cheap to implement. Limits on the rackets are most unlikely. "It would be a curtailment of freedom," says Haines. It would also be likely to attract restraint of trade lawsuits from US manufacturers - if pros could not use them it would be hard to advertise them to the public.

An easier option would be to change the characteristics of the rackets themselves: making them bigger or more "fluffy" would increase their air resistance, slowing them

down. This could also provide a marketing boost for ball-makers.

Golf's rule-makers - the combined brains of the Royal & Ancient Golf Club in St Andrews, Scotland and the US Golf Association (USGA) in Far Hills, New Jersey - have more room for manoeuvre than those in tennis. But they are fighting on a variety of fronts: not just clubheads, but also clubfaces and balls. And their undoubted power to set the rules has not kept them clear of the US legal system.

In the mid-1980s an American start-up company developed a ball called the Polara. The pattern of the ball's dimples (which help it fly further) effectively made a seam. Positioned correctly on the tee, it could be made to swerve, like a cricket ball, as required. The USGA promptly banned it by changing its rules; the Polara's makers sued. The USGA settled out of court for a seven-figure sum.

A potentially bigger case, due to come to court later this year, involves Karsten Manufacturing of Phoenix, Arizona, makers of the Ping range of clubs.

The grooves on its Ping Eye2 range of iron clubfaces had a U-shaped profile (instead of the usual V) and were also closer together than the norm. Professional golfers using these could put more backspin on the ball and stop it abruptly on landing.

The US Professional Golfers Association (PGA) decided this made them "too accurate". In 1989 it banned the clubs from use in PGA tournaments and proposed a rule banning U-shaped grooves - thus earning an injunction and a lawsuit from Karsten Manufacturing. The case finally comes to court sometime in the next six months.

Still the changes keep coming. Other manufacturers, including Yonex of Taiwan and Spalding of the US, have produced "wide-body" woods with heads 15 per cent larger and shafts 1.5 inches longer than normal. Novice golfers like them, feeling they are more forgiving of imperfect shots. For once, the rule-makers have not made any move.

The Royal & Ancient and the USGA know that in rule-making they tread a fine line between preserving the game and strangling the innovation that manufacturers rely on to keep marketing their wares. They also know that most of it is illusory. "The improvements from technology are exaggerated," believes Alastair Cochran, technical adviser to the Royal & Ancient. "In the US, the average handicap is the same as 15 years ago. I think people's views are coloured by what a couple of professionals do with their special shots. The biggest improvement in the past 20 years among the pros is the players, not the equipment."

### Technically Speaking

## Legal rights of the copycats

By Louise Kehoe

**"**IT IS obvious to personal computer users that Microsoft's "Windows" program makes an IBM-compatible personal computer look like an Apple Macintosh.

Why then has a San Francisco judge gutted Apple's copyright suit against Microsoft by rejecting most of Apple's claims? More important, what impact will the ongoing legal battle between these two companies have on the rest of the information technology industry and on computer users?

In 1988, when Apple filed its copyright suit against Microsoft and Hewlett-Packard (which at the time was touting its NewWave program as an extension to Windows), industry critics charged that Apple's legal action might retard advances in computer software by limiting the use of graphical user interfaces (GUIs).

Implicit in such charges was the acknowledgment that Apple's Macintosh GUI with its "icons", pull-down menus and overlapping windows, represented a significant step forward in making personal computers easier to use.

Four years, three judges and 10m copies of Microsoft Windows later, Apple has been unable to persuade the courts that the overall "look and feel" of its Macintosh software can be protected by copyright.

Instead, the court decided to dissect the Macintosh image and consider whether each element of the computer screen displays represented "unique expression" that was copied by Microsoft, as well as whether that element was covered by a prior licensing agreement between the two companies.

Thus Apple finds itself arguing that the design of the "trash" icon that represents the function of discarding unwanted data is somehow unique.

This approach to considering copyright claims has been invented by the courts in an attempt to apply to computer software laws that were created to protect works of art and written materials.

The precedent was set recently

by an appeals court in a little-known case involving a now defunct software company called Brown Bag, versus Symantec, best known for its anti-viral programs.

Following the analytical approach recommended by the appeals court, the San Francisco court surprised all parties in the Apple case by summarily rejecting most of Apple's claims.

For Microsoft, the rulings represented a big step towards a victory that will enable the company to continue its drive towards domination of the personal computer software market. Apple's case is in shreds and the company's lawyers are pouring over the pieces in search of some way to reconstruct their arguments.

For other software publishers, the way is now clear to produce programs that may share the overall appearance of existing products, thereby weakening the protection that copyright laws offer.

Publishers of the written word may also be given pause for thought. Following the approach adopted by the US courts, newspaper publishers, for example, would not be able to protect the design or layout of their pages which is the "signature" of a publication.

With programs expected to reach the market later this year that will make it possible to reproduce the typestyles and layout of any publication quickly and cheaply on a PC, can it be long before a newsletter, or magazine, or newspaper finds itself defending the "look and feel" of its publication against an imitator?

Microsoft may well prevail in defending Windows against Apple's copyright claim. In the short term, Apple's loss will be a victory for all of its competitors in the personal computer market because the reverse decision would have brought the industry to a grinding halt.

The longer-term implications of the court's rejection of the "look and feel" argument should, however, be of concern to all publishers of original works because computer technology will soon make exact reproduction of everything from artist's masterpieces to the front page of the Financial Times not only possible, but probable.

Hardly. But the rules specify them, sometimes to the millimetre.

Now are tennis and golf alone in facing dilemmas caused by runaways in technologies. Hardly any sport is untouched, from athletics, where new materials in some running tracks favour sprinters but penalise long-distance runners, to yachting, where competitors in the bi-annual Americas Cup competition now spend as much time puzzling over its rules, and wondering whether new boat designs (produced in wind tunnels and supercomputer modelling) break or bend them, as they do tacking and gybing.

"Equipment has had an effect on the game, but that's inevitable,"



"I THINK FOSTER from FINANCE IS TRYING TO TELL US SOMETHING"

Perhaps he's read the Fortune 500 article, which states that "Top US companies operating their own aircraft consistently outperform those who don't".

Or perhaps he's calculated that increasingly overcrowded airports equals delays, equals valuable time lost, equals postponed meetings, equals inefficiency, and lost profits.

With a corporate jet you decide your business schedule, and the airports you take off and land at.

It buys security, privacy, confidentiality and saves that most valuable of commodities - time.

An argument which may convince the financial fraternity. But will The Board buy it?

In order to evaluate the business advantages of operating a corporate jet, we've compiled The BAC Guide to Corporate Travel. For your copy, fax or send us your business card. It could be just the sort of air mail you've been waiting for.

BRITISH AEROSPACE  
CORPORATE JETS

British Aerospace Corporate Jets Limited (HTP21), Camer Way, Hatfield AL10 9TL, England. Fax: (0707) 253807.

ENGLISH AND GERMAN FT FINANCIAL TIMES CONFERENCES

## COMMERCIAL AVIATION AND AEROSPACE

- Opportunities for East-West Co-operation and Collaboration  
Berlin, 11 & 12 June 1992

Speakers include:

**Mr Vitaly Yefimov**  
Minister of Transport of the Russian Federation

**Dr Martin Bangemann**  
Commission of the European Communities

**Mr Anatoly Bratukhin**  
Ministry of Industry of the Russian Federation

**Mr Karl J Dersch**  
BDLI - Council

**Mr Lawrence W Clarkson**  
The Boeing Company

**Mr Albert Schneider**  
BMW Rolls-Royce GmbH

**Mr David Hinson**  
Douglas Aircraft Company

**Mr Adam Brown**  
Airbus Industrie

**Mr Pierre-Yves Divisia**  
European Bank for Reconstruction and Development

**Mr Aleksandr Larin**  
Department of Air Transport of the Russian Federation

**Mr Yves Michot**  
Aerospatiale

**Mr Jürgen Weber**  
Deutsche Lufthansa AG

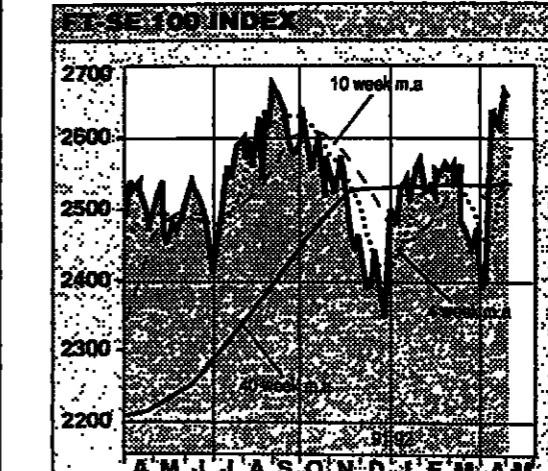
**Mr Bronislaw Klimaszewski**  
LOT Polish Airlines

**Sir Colin Marshall**  
British Airways Plc

SUPPORTED BY THE BDLI  
GERMAN AEROSPACE INDUSTRIES ASSOCIATION

For further information please return this advertisement together with your business card to the address below.  
**FT**  
Financial Times Conference Organisation  
126 Jermyn Street, London SW1Y 4JJ, UK  
Alternatively,  
Telephone: 071-925 2323  
Fax: 071-925 2125 Telex: 27347 FTCONF G

## THE BULLS BREAK THROUGH



The market is reaching new highs and there are plenty of opportunities to be made.  
Don't miss the boat!  
Read the Chronicle and get the facts.

### INVEST IN THE CHRONICLE

## INVESTORS CHRONICLE

A Financial Times Magazine

from your local newsagent  
Price £1.50  
EVERY FRIDAY

ROLL-OVER RELIEF  
TAX SHELTER SPEECH

## MANAGEMENT: THE GROWING BUSINESS

# Crossing the Ts on going up-market

Charles Batchelor looks at moves towards higher quality

**F**or most of its 150 years, the Churchill group has made fairly utilitarian tableware.

But by the late 1980s, the cheaper end of the chinaware business was becoming increasingly competitive.

"That part of the market was becoming more price sensitive and margins were under pressure," says Stephen Roper, managing director of the Stoke-on-Trent company, which expects 1992 turnover of £25m and employs 1,300 people.

The Churchill management, headed by Stephen Roper and his two brothers, sat down to analyse their problems. Their existing customers, mainly chain stores and mail order companies, wanted better design and more variation.

When the Churchill team looked more closely they found a gap in the market for standard 20-piece tableware sets between £19.95 and £24.95. They decided to pitch in with a set offering more up-market design features priced at £29.95.

After a slow start, the new Churchill range became popular and is this year expected to reach sales of £2m out of domestic tableware sales of £25m. Roper calculates that the Churchill range produces a 15 per cent return on sales compared with 5 per cent by its cheaper ranges.

The record of British industry for improving quality has not been good. Many companies have sought unsuccessfully to compete on price at the lower end of the market.

"Increasingly this is a high-wage, high-cost economy. Companies have to add value to survive," says Tony

Morris, head of strategy and marketing at accountants Robson Rhodes. But moving up-market can impose considerable burdens on a business. "They often lack the appropriate technical and management skills," notes Morris. "They need to improve their quality and control systems. It often involves a change in management culture."

Brian Moore, managing director of Thirlsington Sales, a manufacturer of toilet partitions, confirms the scale of the change which a company needs to undergo in its move up-market. Thirlsington started out supplying cheap and cheerful cubicles to the building trade but now sells specially designed cubicles to architects. "We have gone from operating out of a small workshop to a business with its own product range made under licence around the world," says Moore.

The move up-market led to a doubling of the company's margins. It now employs 50 people and had turnover of £4m last year. It produces laminated panels and assembles the cubicles in a 40,000 sq ft factory near Chester.

The experiences of Churchill and Thirlsington show that key elements in a company moving up-market are:

#### DESIGN

When Moore started making cubicles, his main selling point was the speed of delivery - lead times of competitors were typically 16 weeks. But the basic quality of the cubicles meant they did not appeal

to architects specifying equipment for big construction projects.

Moore decided to call in a professional designer. He asked David Goodwin, managing director of his own product design consultancy, Goodwin Emek, to design a more up-market cubicle.

The new cubicle, launched in 1988, won a leading design award and has since gone on to take a quarter of the market for higher quality cubicles, says Moore.

Churchill, for its part, beefed up its in-house design department and introduced new features to its Chartwell range which gave customers the feel of added value.

These included a move to four-colour printing on its

tableware, the introduction of a 10-sided plate design, fluting on cups and bowls and more informative packaging.

**MARKETING**

Churchill was forced to take a critical look at its markets and it made its first serious study of pricing and the sort of features which would appeal to its more mid-market customers. Even so, the launch of the Chartwell range was a nail-biting venture. "Our trade customers didn't have to buy," says Stephen Roper.

"They asked what Churchill was doing in the middle range when we had been at the low end of the market for 100 years."

Buyers were wooed by providing them with tableware which offered all the design features, and more, which they would have expected for the price, says Roper.

Encouraged by the Chartwell launch, Churchill appointed its first full-time marketing manager, Wendy Morton. Previously a small group of senior people in the company had selected the tableware patterns they thought would sell.

"We now do much more extensive market research," says Morton. "We also monitor trends in kitchen laminates, wall coverings and paints."

#### PRODUCTION

Moving up-market meant Churchill had to make a considerable investment in the four-colour printing equipment and in a dust press to ease manufacture of the 10-sided plates. Making a more complicated range slowed down production. Mid-

dle-range customers expect a greater choice of items such as coffee jugs and sauce boats which require skilled hand-casting compared with the more mechanised production of plates and cups.

For Thirlsington, which had always bought in components for its cubicles, the impact on production was less marked. But a greater use of nylon and aluminium components pushed up tooling costs and meant new suppliers had to be found.

#### QUALITY

Moving up-market brought both companies into contact with more demanding customers and they have had to pay close attention to

idle-range customers expect a greater choice of items such as coffee jugs and sauce boats which require skilled hand-casting compared with the more mechanised production of plates and cups.

Only now are both starting to modify their procedures to conform to BS 5750, the most popular UK quality standard.

But going up-market is not a once-and-for-all process. Both Churchill and Thirlsington are working on new products which will take them further in this direction. Churchill plans a new, slightly more expensive range.

Thirlsington, meanwhile, plans to launch a new design intended to break into the market currently held by the one-off joiner-made cubicle.

#### INNOVATION

Moving up-market meant Churchill had to make a considerable investment in the four-colour printing equipment and in a dust press to ease manufacture of the 10-sided plates. Making a more complicated range slowed down production. Mid-

dle-range customers expect a greater choice of items such as coffee jugs and sauce boats which require skilled hand-casting compared with the more mechanised production of plates and cups.

For Thirlsington, which had

always bought in components for its cubicles, the impact on production was less marked. But a greater use of nylon and aluminium components pushed up tooling costs and meant new suppliers had to be found.

#### IDEAS

Moving up-market brought both

companies into contact with more

demanding customers and they

have had to pay close attention to

idle-range customers expect a

greater choice of items such as

coffee jugs and sauce boats which

require skilled hand-casting

compared with the more mechanised

production of plates and cups.

Only now are both starting

to modify their procedures to

conform to BS 5750, the most popular UK

quality standard.

But going up-market is not a

once-and-for-all process. Both

Churchill and Thirlsington are

working on

new products which will

take them further in this direction.

Churchill plans a new, slightly

more expensive range.

Thirlsington, meanwhile, plans to

launch a new design intended to

break into the market currently

held by the one-off joiner-made

cubicle.

idle-range customers expect a

greater choice of items such as

coffee jugs and sauce boats which

require skilled hand-casting

compared with the more mechanised

production of plates and cups.

Only now are both starting

to modify their procedures to

conform to BS 5750, the most popular UK

quality standard.

But going up-market is not a

once-and-for-all process. Both

Churchill and Thirlsington are

working on

new products which will

take them further in this direction.

Churchill plans a new, slightly

more expensive range.

Thirlsington, meanwhile, plans to

launch a new design intended to

break into the market currently

held by the one-off joiner-made

cubicle.

idle-range customers expect a

greater choice of items such as

coffee jugs and sauce boats which

require skilled hand-casting

compared with the more mechanised

production of plates and cups.

Only now are both starting

to modify their procedures to

conform to BS 5750, the most popular UK

quality standard.

But going up-market is not a

once-and-for-all process. Both

Churchill and Thirlsington are

working on

new products which will

take them further in this direction.

Churchill plans a new, slightly

more expensive range.

Thirlsington, meanwhile, plans to

launch a new design intended to

break into the market currently

held by the one-off joiner-made

cubicle.

idle-range customers expect a

greater choice of items such as

coffee jugs and sauce boats which

require skilled hand-casting

compared with the more mechanised

production of plates and cups.

Only now are both starting

to modify their procedures to

conform to BS 5750, the most popular UK

quality standard.

But going up-market is not a

once-and-for-all process. Both

Churchill and Thirlsington are

working on

new products which will

take them further in this direction.

Churchill plans a new, slightly

more expensive range.

Thirlsington, meanwhile, plans to

launch a new design intended to

break into the market currently

held by the one-off joiner-made

cubicle.

idle-range customers expect a

greater choice of items such as

coffee jugs and sauce boats which

require skilled hand-casting

compared with the more mechanised

production of plates and cups.

Only now are both starting

to modify their procedures to

conform to BS 5750, the most popular UK

quality standard.

But going up-market is not a

once-and-for-all process. Both

Churchill and Thirlsington are

working on

new products which will

take them further in this direction.

Churchill plans a new, slightly

more expensive range.

Thirlsington, meanwhile, plans to

launch a new design intended to

break into the market currently

**BUSINESS WANTED****WANTED:**

Hotel 35-150 rooms

Preferably suites

Buildings for possible conversion also of interest, provided right of use is favourable.

Mayfair, Chelsea, Knightsbridge,

and Kensington only.

All cash buyer.

Direct fax: 071-402 1914

Write to Box H6821, Financial Times,  
One Southwark Bridge, London SE1 9HL**WANTED**

A London Commercial Property Consultancy with an established client base seeks opportunities for merger or purchase of an existing profitable Commercial Property Management Company.

Principles only write to Box No. H6837, Financial Times,  
One Southwark Bridge, London SE1 9HL

Successful privately owned PUBLIC HOUSE Company, seeking to expand, is interested in acquiring multiple unit operators (minimum 5 houses) or is willing to provide finance/management in return for a substantial shareholding in a potentially profitable existing operation.

Please write in confidence to:  
The Chairman, C.M. Group Limited  
Low Hall, Hackness, North Yorkshire YO13 0JN**CMg****HEALTH, BEAUTY,  
COSMETICS**

We are looking to acquire manufacturing, retail or distribution companies offering products in the above category.

Please reply in strict confidence to:  
Box No. H6823 Financial Times, One Southwark Bridge London SE1 9HL**WANTED - NORTH WEST  
MANUFACTURING/  
ENGINEERING BUSINESS**

- Turnover £1 M+
- Export Potential Welcome
- Strong Customer Base preferred
- M.B.O. Situations considered

Please reply in confidence to: R. Morgan, 5 Ceci Road, Hale, Altrincham, Cheshire WA13 9NT

Broadly-based, financially strong PLC seeks opportunities for acquisition or joint venture with private companies with interests in the printing of wet glaze and self adhesive labels for the food, beverage and pharmaceutical industries.

Please reply in confidence to Box No H6847, Financial Times, One Southwark Bridge, London SE1 9HL

**COMPANY  
DOWNTON WISHES  
TO PURCHASE**

Company(s) engaged in Direct Marketing / Mail

Contact by Fax 0904-608-256.

CLIENT WISHES TO PURCHASE solvent-manufacturing company, T/O circa £1 million Tel: 081 940 6324

EXPANDING FORWARDING AGENT based in Essex, has immediate funds available for acquisition of forwarding or transport company, with office in London, One Southwark Bridge, London SE1 9HL

**BUSINESS SERVICES****BUSINESSMAN AGE 46,**  
in practice as accountant until late 80s. Then Director of plc and various other businesses in London and the South East. His availability now to spend one day per month with young, growing companies in London. A.S.E. as non-executive director.  
Write to Box H6828, Financial Times, One Southwark Bridge, London SE1 9HLGeneva based office promoting business relations between international companies and the CIS (ex Soviet Union). Swiss management offering negotiations in French, Russian, English, German, Italian and French. Top experience in Mergers, Acquisitions and Joint Ventures.  
Tel: 41 22 7987461, Fax: 41 22 7881502**BUSINESS AND ASSETS** Of solvent and investment companies for sale. Business and Assets Tel: 081 406 0789 Fax: 081 406 0790

YOUR OFFICE IN LONDON from The 8th floor, Accountant &amp; Auditor/Furniture, Box 8799, Office Box Tel: 071 978 0000 Fax: 071 978 0000

**OFFICE EQUIPMENT****MASSIVE CLEARANCE OF OFFICE  
FURNITURE**Workstations inc. seating & storage (steelcase + Herman Miller)  
Light oak desks + chairs  
5' + 6' light oak tables  
Rosewood/oak conference tables, various sizes  
4 Chairmans' suites  
All Less Than 18 Months Old  
**MUST BE CLEARED**  
081 549 9339**COURSES****THE BATH  
PROGRAMME**

An Advanced Course in Organisation Development and Consultancy

Comprising eight modules over a period of two years commencing in December 1992. The Bath Programme is recognised by the University of Leicester for the purposes of an Advanced Degree.

For Details Contact:  
**BATH ASSOCIATES**  
6 Vane Street, Bath, BA2 4DD  
Tel: Bath (0225) 462353**Touche  
Ross****CORPORATE SPECIAL SERVICES**

Our Corporate Special Services Department has a network of offices throughout the UK, offering guidance on corporate care to companies in distress, as well as comprehensive services to creditors and bankers. Contact any of the people at our main offices listed below to find out how they can help you.

London	Roger Powdrill	071 936 3000
Belfast	Arthur Boyd	023 322861
Birmingham	Andy Peters	021 631 2288
Bracknell	Roger Smaridge	0344 54445
Bristol	David Bird	0272 21622
Cambridge	Richard Summerfield	0223 460222
Cardiff	Robert Ellis	0222 481111
Glasgow	Robin Wilson	041 304 2800
Leeds	Ralph Preece	0532 459021
Leicester	Nick Dargan	0533 543598
Liverpool	Peter Bendall	051 256 0541
Manchester	Karl Clark	061 256 1956
Newcastle	Len Goff	091 361 4111
Nottingham	Linda Deeney	0602 500511
Southampton	Harold Wilks	0703 33124

Authored by the Institute of Chartered Accountants in England and Wales and by the Institute of Chartered Accountants in Ireland to carry on investment business.

**BUSINESSES FOR SALE****WEST GERMANY**

leading manufacturer and distributor of soaps, detergents and cosmetics turnover £100m plus, profitable for sale, asking price £20m negotiable

please contact for memorandum:  
**ALEXANDER CONSULTING LTD.**  
Londontel: +44 71 266 4519  
fax: +44 71 286 5858**FOR SALE**

Engineering company to dispose of subsidiary who produce high quality safety equipment for the marine market.

Good order book, existing freehold premises are available to purchase or could be relocated.

Details apply fax 021 778 2407

**CHESHAM.  
BECAUSE YOU ONLY SELL  
YOUR BUSINESS ONCE.**

And you want the right buyer. With confidential briefs from hundreds of acquisitive public company chairmen who are looking to buy successful, private companies worth £500,000 to £25 million, we ought to be able to help.

So if you're thinking of selling your business, contact our Managing Director to arrange a confidential discussion.

**CHESHAM  
AMALGAMATIONS**  
The first name in merger brokering.Chesham House, 2 Bentinck Street, London W1M 6JX.  
Telephone: 071-935 2748**ALDERSHAW  
GOLF CLUB****EDWIN KIRKER FCA AND STEWART BAIRD CA**  
the Administrative Receivers offer for sale  
the business and assets of**BAHAR LEISURE LIMITED**

- Situated near Hastings, East Sussex
- Premier brand new 18 hole golf course
- Floodlit 24 bay driving range
- Existing clubhouse
- Planning permission for new clubhouse and leisure facilities
- Direct access A21

For details, please contact:  
Edwin Kirker or Stewart Stark  
Pannell Kerr Forster  
New Garden House  
78 Hatton Garden  
London EC1N 8JA  
Tel: 071 831 7393  
Fax: 071 831 8109**PANNELL  
KERR  
FORSTER**  
CHARTERED ACCOUNTANTS

Coopers &amp; Lybrand Deloitte, Corporate Finance, has been engaged to complete the sale of the following well-known, established subsidiaries of The Ward Group Plc.

**The Ward Group Plc**

**Ward Building Systems Limited,**  
Sherburn, North Yorkshire  
Paris, France  
**Ward Baustysteme GmbH,**  
near Dusseldorf, Germany

Designers, manufacturers and erectors of constructional steelwork, a range of pre-engineered building components and "Atlas" building systems.

- Projected 1992 sales in excess of £70 million
- Freehold land and buildings on a 46 acre site in Sherburn, with a modern factory and offices extending to 680,000 sq ft.
- Six trading companies with operations covering the UK, France and Germany
- Key player in respective markets
- Product portfolio includes patented "Multibeam" system
- Over 700 employees

**Multicom SA**  
Colmar, near Strasbourg, France

Designer and manufacturer of purfins, rail systems and other profiles, bespoke steel structures and pressed metal products.

- Projected 1992 sales in excess of £15 million
- Market leader in the French rolled purfin market
- Freehold site of 2.4 hectares including 12,000 sq mtrs of buildings and 14,000 sq mtrs of undeveloped land
- Major recent investment in plant
- Approximately 150 employees

**Abbsal Limited**  
Leeds, West Yorkshire and Peterborough, Cambridgeshire

Manufacturer of sealed double-glazed units and toughened glass products.

- Projected 1992 sales in excess of £10 million
- Three modern leased facilities equipped with both automatic and manual processing equipment
- Scheme for volume expansion without further capital expenditure
- Good record of customer service with a competitive edge on delivery times
- Approximately 200 employees

**Piermattei Lavorazione Metalli SpA**  
Rome, Italy

Designer, manufacturer and assembler of curtain walling systems, windows and decorative metalwork.

- Projected 1992 sales in excess of £8 million
- Projected 1992 operating profit of approximately £2.0 million
- Major supplier of curtain walling in the Italian market
- Anticipated move to new leasehold premises in summer 1992
- Approximately 70 employees

**Coopers & Lybrand Deloitte**  
Solutions for Business

For further information please write to:

Jonathon Wackett, Coopers & Lybrand Deloitte, 5 Albion Place, LEEDS LS1 6JP quoting reference JRW/APSMH303  
Fax: (0532) 438260 Tel: (0532) 431343 (If telephoning please ask for the Ward Information Desk). Enquirers will be asked to specify the business(es) about which they wish to receive particulars.

Coopers &amp; Lybrand Deloitte is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

**Torchcross  
Environmental  
Limited**

The Joint Administrative Receivers offer for sale the business and assets of the above company:

- Suppliers of air filtration and monitoring equipment to the asbestos and nuclear industries
  - Single storey freehold premises of 8,500 sq ft at Morley, Leeds
  - Turnover in the year ended 31 May 1991 £870,000
  - Prestigious customer base
- For further details, contact Mark T Dobell  
FCA, Ernst & Young, Barclays House, 6 East Parade, Leeds LS1 1HA.  
Telephone: 0532 431221. Fax: 0532 442241.

**ERNST & YOUNG**  
Authorized by the Institute of Chartered Accountants in England and Wales to carry on investment business.

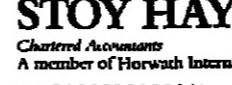
**For Sale****Clan Douglas Knitwear Limited**  
(In Receivership)

The business and assets include the following features:

- Established markets with full Order Book
- £3m turnover
- Freehold property in the Scottish Borders
- Modern knitwear machines and design technology
- Skilled and experienced workforce

Apply for sale particulars to David K Hunter, Stoy Hayward, 144 West George Street, Glasgow G2 2HG. Tel: 041-331 2811.

**STOY HAYWARD**Chartered Accountants  
A member of Horwath International

  
Authorized by the Institute of Chartered Accountants of Scotland to carry on investment business.

**For Sale - Joinery Company**

Complete Joinery Works with additional planning consents in grant assisted areas close to the port of Falmouth, Cornwall. Modern 12K sq.ft. Factory &amp; plant

- £1m Turnover - Detailed consent for further 20K sq.ft.

Details from: Alan Slater.

Tel: (0872) 863256. Fax: (0326) 377066.

For Sale - Joinery Company

Complete Joinery Works with additional planning

consents in grant assisted areas close to the port of

Falmouth, Cornwall. Modern 12K sq.ft. Factory &amp; plant

- £1m Turnover - Detailed consent for further 20K sq.ft.

Details from: Alan Slater.

Tel: (0872) 863256. Fax: (0326) 377066.

For Sale - Joinery Company

Complete Joinery Works with additional planning

consents in grant assisted areas close to the port of

Falmouth, Cornwall. Modern 12K sq.ft. Factory &amp; plant

- £1m Turnover - Detailed consent for further 20K sq.ft.

Details from: Alan Slater.

Tel: (0872) 863256. Fax: (0326) 377066.

For Sale - Joinery Company

Complete Joinery Works with additional planning

consents in grant assisted areas close to the port of

Falmouth, Cornwall. Modern 12K sq.ft. Factory &amp; plant

- £1m Turnover - Detailed consent for further 20K sq.ft.

Details from: Alan Slater.

Tel: (0872) 863256. Fax: (0326) 377066.

For Sale - Joinery Company

Complete Joinery Works with

TUESDAY MAY 12, 1992

SHAM, YOU ONLY SELL BUSINESS ONCE

The right buyer. With hundreds of company chairman to buy successful, worth £500,000 to £1,000,000 to help. Able to help. Managing Director's final discretion.

HAM  
GAMATIONS  
in business  
071-2748 2748

RSHAW  
CLUB

AND STEWART BAIRD  
Receivers offer for sale  
and assets of  
SURE LIMITED

Factories, East Sussex  
new 18 hole golf course  
driving range  
070 312 2222

PANNER  
KERR  
FORSTE

Mechanical  
Engineering Limited  
(Receivership)  
at Cheshire

Grant Thornton

The U.K. member firm of Grant Thornton International.  
Authorized by the Institute of Chartered Accountants in  
England and Wales to carry on investment business.

Smith & Williamson

Corporate Recovery • Litigation Support • Corporate Finance • Taxation • Business Investigations • Investment Management • Financial & Legal Services • Accounting & Audit

The Joint Administrators offer for sale the  
business and assets of the following companies:

PALACE VIDEO LIMITED  
PALACE MUSIC  
CHANNEL LIMITED  
PALACE GROUP OF  
COMPANIES LIMITED

Situated at sites in London W1, the businesses comprise of

★ Leading independent UK Film Distributor.  
★ Extensive video and theatrical catalogue.  
★ Complete television production suite.  
★ Highly experienced personnel.

For details contact Iain Allan or Anthony Murphy on 071-637 5377  
at the offices of Smith & Williamson, No. 1 Riding House Street,  
London W1A 3AS. Fax: 071-523 5683.

Smith & Williamson  
Chartered Accountants  
Registered to carry on audit work and  
authorised to carry on investment  
business by the Institute of Chartered  
Accountants in England and Wales

Well established wholesale and retail fruit  
and vegetable business available for sale

• Turnover £3,000,000-£3,500,000 p.a.  
• Blue chip customers.  
• Home Counties based.  
• Leases available include warehouse and  
offices 6,028 sq.ft., retail units 1,100 sq.ft.  
and 630 sq.ft.  
• Reputation for high quality produce.  
• Operating at BS 5750 standard.  
Would consider selling retail or  
wholesale business separately.

Please contact Lynn Gibson  
of Gibson Hewitt & Co.  
Tel: 0832 336148  
Fax: 0832 336150  
Chartered Accountants 5 Park Court, Pinfold Road, West Byfleet, Surrey, KT14 8SD.

ACQUISITION OPPORTUNITY  
LEADING SUPPLIERS OF SUNDRY ITEMS TO  
THE FOOD TRADE IN A "NICHE" SECTOR

• Turnover in excess of £1 mill per  
annum;  
• Customer Base - 90% the  
Butchery Trade / Delicatessen /  
Oriental Restaurants;  
• Location South East England  
• Around 800/1000 active

FOR AN INFORMATION PACK WRITE TO: Box No. H6851, Financial  
Times, One Southwark Bridge, London SE1 9HL

## DENLEY COURT HOTELS LIMITED

## Kilhey Coast Hotel & Country House Denley Hill Golf & Country Club

The Joint Administrative Receivers offer for sale the business and assets of this hotel and leisure company.

### Kilhey Court

Set in approximately 10 acres of landscaped grounds near Wigton, Lancashire, this hotel is considered to be the most prestigious in the area.

Principal features of the business include:

- turnover c. £5.2 million
- 53 bedroomed hotel
- restaurants, bars and function suites
- leisure club
- night club and cocktail bar.

For further information and sales particulars please contact the Joint Administrative Receiver, Edward Klemek of Cork Gully, Albion Court, 5 Albion Place, Leeds, West Yorkshire LS1 6JP. Telephone: 0532 457332. Fax: 0532 434567 or Stephen Penn of the Company's premises on 0257 472100.

Cork Gully is authorized in the name of Coopers & Lybrand Deloitte by the Institute of Chartered Accountants in England and Wales to carry on investment business.

### Shaw Hill

A refurbished Georgian house set in approximately 110 acres near Chorley, Lancashire.

Principal features of the business include:

- turnover c. £1.1 million
- 22 bedrooms
- restaurants, bars and function suites
- 18 hole championship golf course
- changing rooms.

For further information and sales particulars please contact the Joint Administrative Receiver, Edward Klemek of Cork Gully, Albion Court, 5 Albion Place, Leeds, West Yorkshire LS1 6JP. Telephone: 0532 457332. Fax: 0532 434567 or Stephen Penn of the Company's premises on 0257 472100.

### Cork Gully

## BUSINESSES FOR SALE

### WELL ESTABLISHED SCOTTISH BASED MANUFACTURING COMPANY

Specialising in electric heating products. Solid market base with good growth potential. Non debt financed. Directors wish to retire.

Write to Box H6809,  
Financial Times,  
One Southwark Bridge,  
London SE1 9HL.

### MULTI DISCIPLINED ENGINEERING SERVICES COMPANY FOR SALE

Substantial order book  
Annual turnover £3M  
Net assets £200K  
Profits 8% before tax

For further details write to Box H6822,  
Financial Times, One Southwark Bridge, London SE1 9HL.

### RECRUITMENT CONSULTANCY

Established specialists supplying high  
calibre permanent, executive/recruitment  
personnel. Located in Middlesex. Ideally  
situated for expansion opportunities.  
New profit £951, £22,000.

Write to Box H6834, Financial Times,  
One Southwark Bridge, London SE1 9HL.

## Prestigious hotel, business and conference venue

## Sheraton Voyager Antalya Hotel

The sale of the Sheraton Voyager Antalya Hotel represents a unique investment opportunity.

This 5-star hotel has been built to the highest specifications and is situated in the prime growth region of Turkey's Mediterranean coast. Managed by ITT Sheraton, the 409 bedroom hotel incorporates extensive conference and recreational facilities.

Its location and access to international air services has allowed it to take advantage of the expanding Turkish tourist and business markets.

A detailed information memorandum may be requested by contacting

Post Wexford Court,  
Coopers & Lybrand Deloitte  
Post Wexford Court  
London EC4V 4EP  
Telephone 071 212 1119  
Fax 071 212 1332  
Telex 854730

Coopers & Lybrand Solutions  
for Business

For Sale -  
CHEMICAL BUSINESS  
Midderholland, West Yorks.  
Bd. Airehead, Midderholland.  
Single storey factory 4,600 sq ft. Off road  
biller, large office, machine shop, storage  
warehouses, crane, forklift truck, laboratory, etc  
and office buildings.

For details tel. 0944 444444  
Children's Day Care Nursery  
Representing an outstanding freehold  
investment in Howe (inc. residential  
accommodation) combined with substantial  
profitability.  
For details apply to:  
R.C.J. Sherman & Co  
5 Cross Roads  
South Croydon  
Surrey CR2 7JR

FOR SALE  
Specialist woodturning and  
machining company. Peak turnover  
£360K. Established 27 years. Fully  
equipped leasehold factory unit.  
East Midlands.  
Principals only apply in confidence to  
Box H6830, Financial Times, One  
Southwark Bridge, London SE1 9HL.

## Quality Residential Property Developer

The Joint Administrative Receivers, WJH Elles and SJL Adamson, offer for sale the business and assets of Alath Construction Limited, long established quality builders and contractors. Principal assets include:

■ Five residential development sites in various stages of completion in Hertfordshire and Buckinghamshire

■ 1½ acre greenfield residential site in Hertfordshire

■ Luxury detached home (5 bedrooms, 3 bathrooms) set in an acre of walled garden

For further details, contact Jason Elles, Ernst & Young, Apex Plaza, Reading, Berkshire RG1 1YE. Telephone: 0734 500611. Fax: 0734 507744

ERNST & YOUNG

Authorised by The Institute of Chartered Accountants in England and Wales to carry on investment business.

## Squash Club

The Joint Administrative Receivers, WJH Elles and SJL Adamson, offer for sale on a going concern basis, a Squash and Leisure Club. Principal assets include:

■ Freehold premises located on high tech industrial estate in Hemel Hempstead, Hertfordshire

■ Over 300 full members, including corporate schemes

■ 12 full size squash courts

■ Licensed bar

■ Adjacent freehold 3 bedroome manager's house also available

For further details, contact Jason Elles, Ernst & Young, Apex Plaza, Reading, Berkshire RG1 1YE. Tel: 0734 500611. Fax: 0734 507744

ERNST & YOUNG

Authorised by The Institute of Chartered Accountants in England and Wales to carry on investment business.

## Zephyr Cams Limited

(In Administrative Receivership)

The Joint Administrative Receivers offer for sale as a going concern, the business and assets of the above company, which is one of the country's leading manufacturers of camshafts, as follows:

• Well known and respected company and product name, with established customer base for both Original Equipment and Aftermarket sales.

• CAMTEC trade name.

• Skilled workforce of about 120 operators and administrative staff.

• Extensive range of machine tools including modern CNC facilities.

• Annual turnover around £4 million.

• Approximately 58,000 sq ft. long leasehold factory and office facilities in prominent location South of Lowestoft.

For further information please contact:  
The Joint Administrative Receiver Mark Batten,  
Price Waterhouse, No. 1 London Bridge,  
London SE1 9OL. Tel: 071-939 3000. Fax: 071-939 4173.

## Price Waterhouse

CROWN CORPORATION LTD.  
An international perception of Prestige, Influence and Quality.  
An embodiment of Importance and Respect. A business name to  
associate with internationally, in and from Europe '92'.

A corporate image of High Honour, Excellence, Status and Esteem.

100% Acquisition: Offers from £3 Million

Please fax to: The Chairman, Crown Corporation Ltd.

United Kingdom Fax No. +44-828-663376

On the Instructions of the Joint Administrative Receivers  
N.G. Atkinson Esq & N.B. Lyle Esq  
of Touche Ross & Co

LIBERTY TAVERNS LTD

(In Administrative Receivership)

THE WORLDS END

Camden Town, NW1

Offers have been received for the above, accordingly we hereby

give notice that full and final offers must be submitted to either of

the Joint Agents' London Offices by 12 o'clock midday on Friday

29 May, 1992.

Offers must be in writing, accompanied by proof of funding.

Contact:

Chesterton

Robert Agostribbe

on 071-262 1272

CHRISTIE & CO

Ken Sims

on 071-486 4231

Residential Net Agents

2 Branches both well located.

North Birmingham National Trading Style.

Sale due to ill health.

Principals only. Write to Box H6822, Financial Times, One Southwark Bridge, London SE1 9HL.

FOR SALE

Manufacture of packaged pumping sets for fire-fighting, stand-by duties etc.

(Mainly assembly/fabrication from bought-in components) Turnover £10.7m, 12 employees.

Write to Box H6822, Financial Times, One Southwark Bridge, London SE1 9HL.

PLASTICS RECYCLING COMPANY

£5 million turnover. Good margin blue chip customer base.

Good order book.

Principals only. Write to Box H6822, Financial Times, One Southwark Bridge, London SE1 9HL.

MORTGAGEE

seeks interest from prospective purchasers of

80,000 sq ft S/Storey Manchester Wharf with C&C Food PP.

Tel: (071) 873 5462.

ELECTRONIC ASSEMBLY Contracting Business and Freshfield premises. Fully

equipped facility approximately 2,000 sq ft.

Price includes remedial 3 bed bungalow good will stock & equipment £250,000

Telephone 0772 818752.

# British estate agents: a place in the Spanish sun



European Community countries must recognise the professional qualifications of estate agents from other member states if they are "equivalent" to those of their own profession.

In an important judgment providing useful guidelines for members of other regulated professions and businesses wanting to set up in other member states, the ECJ said in the absence of any EC directive on the mutual recognition of qualifications, EEC treaty rules on establishment required Community countries to determine whether qualifications obtained by an estate agent in one member state were equivalent to those required in the host country.

Failure to take account of estate agents' qualifications, when they applied to establish in another EC state, would infringe their treaty rights, the Court said.

If qualifications are equivalent, estate agents must be recognised as such in the host country. If not, they may only be requested to prove that they have those qualifications required by the host country which are additional to those already obtained in their own country.

The case concerned the prosecution by the official Spanish Estate Agents Association of an estate agency run by a British estate agent in Spain.

Mr Stephen Newman, a qualified British estate agent and member of the Royal Institution of Chartered Surveyors, had applied in 1989 for admission to the association but had

not received an official response. He was charged, together with Spanish colleagues, with breaches of the Spanish rules governing estate agents.

*Colegio Oficial de Agentes de la Propiedad Inmobiliaria v Aguirre Borrrell and Newman, Case C-104/91, ECJ 6CH, 7 May 1992*

Turnover charges and value added tax

A claim by an Italian lawyer for repayment of a supplementary charge paid by him on the basis of his annual fee income to the Italian lawyers' national pension body on the grounds that it amounted to a tax on turnover precluded by the EC's Sixth value added tax directive, was rejected by the ECJ.

The Court ruled that the sixth vat directive permits taxes, duties and charges other than vat if they do not have the characteristics of a turnover tax.

The Italian supplementary charge lacked three essential features of a turnover tax: it was not a general tax; it was not always calculated purely as a proportion of professional fees; and it was charged only at one stage of the provision of services, when the client was invoiced, rather than on value added.

The case has wider significance for other business sectors subject to taxes which might be challenged as incompatible with the sixth vat directive.

*Bocci v Cassa Nazionale di Previdenza ed Assistenza a favore degli impiegati e dei "procuratori legali", Case C-347/90, ECJ, 6CH, 7 May 1992*

The Court also offered further clarification on the operation of the EC sixth vat directive's rule requiring any private benefit from a business to be sub-

ject to vat.

In the case of a Dutch builder who purchased land for his own private use and then built himself a house on the land as part of his business activity, the court said only the value of the house and not the land was subject to vat.

The Court added that the UK's failure to notify such a national control measure to the European Commission in Brussels and to other Community countries did not affect its validity as the notification was required for information purposes only.

*Procurator Fiscal, Elgin v Wood and Cowie, Joined Cases C-251/90 and C-252/90, ECJ 6CH, 7 May 1992*

Other decisions

In other decisions the Court rejected direct actions brought by two Spanish fishing companies.

They were claiming the annulment of, and damages caused by, Commission decisions refusing to approve the award of incentive payments for fishing trials in the south-west Atlantic under the EC rules dealing with improvement and adaptation of fishing structures.

In areas where the Commission had a broad discretion, the applicants' legitimate expectations were not infringed as it was predictable that the Commission would at some point decide that there was no longer any need for fishing trials in a particular zone.

*Pesquerias y Naviera v Commission, Joined Cases C-253/90 and C-259/90, ECJ 6CH, 7 May 1992*

EC law is not concerned with disparities of treatment or distortions arising from measures applied by one Community state which are stricter than those applied in the same sphere by others.

The question arose in criminal proceedings brought against the two masters by the Procurator Fiscal at Elgin for

Brick Court Chambers, Brussels

FT Commercial Law Reports  
Following the introduction of the European Court column, FT Commercial Law Reports will now appear on Wednesdays, Thursdays and Fridays.

## FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

vous faire part d'un accord publicitaire avec

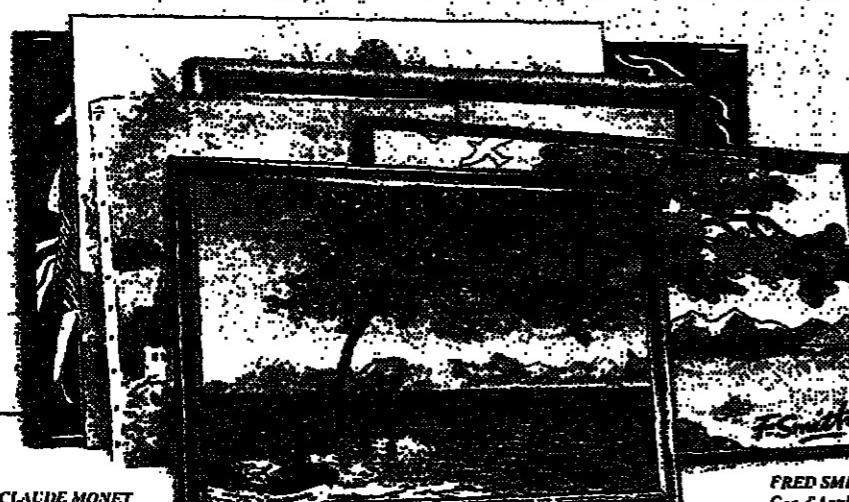
LES ECHOS

Le quotidien de l'économie le plus important en France. Une annonce dans la rubrique "Offres d'Emploi".

Intéressant pour les salariés

FINANCIAL TIMES et LES ECHOS augmentent de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe. Chaque semaine les annonces paraîtront dans les Echos le mardi et dans le Financial Times le mercredi dans l'édition internationale du Financial Times. Pour plus amples renseignements, veuillez contacter:

STEPHANIE COX-FREEMAN  
071 873 4027



## The Art of Accumulation.

Famous paintings are prized by collectors not only as great works of art but also valuable investments.

Unfortunately most of us can only acquire works by relatively unknown artists – and we can't afford to wait around for 100 years to see if 'Fred Smith' will attain the status of Claude Monet.

For those who want to accumulate on a more dependable basis, it's well worthwhile to consider the advantages of a Fixed Term Deposit Account – offshore with Standard Chartered.

It will enable you to plan ahead, because you'll know exactly how much your investment will realise over a given period, as the rate is guaranteed.

To suit your convenience our Fixed Term Deposits are available from a choice of three locations, Jersey, Guernsey and the Isle of Man, each one offers the same high level of service and expertise.

## Fixed Term Deposits.

The art of banking – offshore

**Standard Chartered**  
**OFFSHORE BANKING**

Offshore banking services of the UK Companies in the Channel Islands and the Isle of Man are not covered by the Deposit Protection Scheme under the Banking Act 1987. The paid up capital and reserves of the Offshore Unit, Standard Chartered Bank (CI) Limited £19 million and Standard Chartered Bank (IOM) Limited over £4 million.

To Gordon Wylie, Standard Chartered Bank (CI) Ltd, P.O. Box 89, Connaught Street, St. Helier, Jersey JE4 8PY, Channel Islands. Telephone: (0534) 74001. Fax: (0534) 24990.	
Please send me, without obligation, full information about your Fixed Term Deposits.	
Name _____	Address _____
<small>Copies of the latest audited accounts available on request.</small>	

## PEOPLE

### IBM's Robinson moves to DTI

Executives of IBM's UK subsidiary are well known for keeping in close contact with senior civil servants in Whitehall. The latest example of the link is Geoffrey Robinson's appointment as the chief adviser on science and technology in the Department of Trade and Industry for a period of five years from June.

He will succeed Ron Coleman who retired at the end of March.

Geoffrey Robinson, 46, is director of IBM's Hursley

laboratory in Hampshire, the group's main UK research and development centre. He is responsible for 2,000 people working mainly on computer software projects.

Robinson is the lab's second director to become a senior government scientist. A predecessor, Sir John Fairclough, was chief scientific adviser to the Cabinet Office from 1986 to 1990.

Another link between the two men is the Centre for the Exploitation of Science and

Technology (CEST), a London-based organisation dedicated to improving the exploitation of research by UK industry. Fairclough is now chairman of CEST and Robinson is a member of its policy-making council.

IBM has named Phyllis Byrne, whose entire career so far has been spent with the company's US operations, to succeed Robinson as head of the Hursley lab.

As an American citizen, she will not be able to follow him into the British civil service.

She joined Lex in 1970 and held a number of financial control positions in the UK and US, including finance director of Volvo Concessional.

The abrupt departure of Larnder, who quit "to pursue other interests", caused surprise within the water industry since it came less than six weeks before its half-year results, and John Bellak, Severn Trent chairman, declined to enlarge on the terse resignation statement.

Coertin, who is 48, at present lives in Buckinghamshire.

**THE DESIGN MUSEUM** is being very stoical these days, a suitable attitude in the light of its recent funding troubles. It thus seems entirely appropriate that it has appointed a philosopher, Paul Thompson, 32, as its new director.

Thompson has jumped a rung, from the post of curator, and is joined at the helm by John Hendry, 35, who will continue as administrative director.

The museum has thereby tacitly recognised the need to have two people taking on the difficult roles of both financial administration and management and programming of the Museum's galleries – functions previously performed by its previous director, Helen Rees.

Thompson studied first at Bristol University, then moved to the University of East Anglia to complete an MA, then a PhD on the origins of the modern movement, focusing on the American philosopher William James.

The museum now has an operating budget of £1m for 1992, which given a determination to match expenditure to income, should be enough to see it through to better – and richer – days.

### All change at Addison Consultancy

Addison Consultancy, which is now Britain's biggest market research company following its takeover of AGB Research, is soon going to get a new name and a new chairman.

But while there is little doubt about its new title – Taylor Nelson AGB – the company remains coy about who will take over from the retiring chairman, 60-year-old Liz Nelson, one of the doyens of the market research industry.

Despite its name, the core of Addison's business is the successful Taylor Nelson market research operation. Founded

by Liz Nelson, it was bought by Addison six years ago and was its last major acquisition, before that of AGB.

As a result of the takeover of AGB, which has trebled the size of the company and been financed by a very big rights issue, the composition of the Addison board is changing.

Two AGB directors, Mike Kirkham, 45, who had been managing director of AGB Television Worldwide, and Stephan Buck, 55, formerly AGB's group research director, have been appointed directors of the enlarged group.

Kirkham becomes managing director and assumes day-to-day responsibility for the audit division and Buck, who will be a non-executive director, will focus on further development of the TV measurement and continuous panel activities.

Apart from finding a replacement for Liz Nelson, it is expected that the number of French directors on the board will be reduced now that the shareholding of Virtus, a French market research firm, has been diluted from 26.06 per cent to 8.02 per cent.

Price Waterhouse

FT FINANCIAL TIMES CONFERENCE ORGANISATION

present

### MANAGING FINANCIAL RISKS

6 & 7 July; 12 & 13 October;  
30 November & 1 December 1992

The Financial Times and Price Waterhouse have responded to market needs by developing a two day event on Managing Financial Risks.

This intensive, practical course gives advice and direction on the use of derivative instruments, how to measure credit and market risks, how to set appropriate limits, how to identify operational and systems risks and how to use risk adjusted profitability measures.

Visiting speakers include:

Jonathan Britton

Director, Treasury & Fixed Income  
Swiss Bank Corporation, London

Crispin Southgate

Director and Head of  
Financial Engineering  
Charterhouse Bank

Dennis Gartman

President  
The Gartman Letter

Tim Pettit

Head of Derivatives Marketing  
Sanwa Financial Products

Resident speakers from the Price Waterhouse specialist Financial Risk Management Group include Steve Watson, Roger Bartley, Jeff Thompson and Chris Taylor.

Course Director: Andrew Stott

Please send

me further details:

To: Financial Times Conference Organisation  
126 Jermyn Street, London SW1Y 4UJ. Tel: 071-925 2323 (24-hr answering service)  
Telex: 27347 FTCONFG Fax: 071-925 2125

Name \_\_\_\_\_

Position \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

Postcode \_\_\_\_\_

Country \_\_\_\_\_

Tel \_\_\_\_\_

Telex \_\_\_\_\_

Fax \_\_\_\_\_

Type of Business \_\_\_\_\_

HA

### MANAGING FINANCIAL RISKS



© 1992 Standard Chartered Bank (CI) Limited. All rights reserved. Standard Chartered Bank (CI) Limited is registered in Jersey, Channel Islands. Registered No. 1982000122. Standard Chartered Bank (IOM) Limited is registered in the Isle of Man. Registered No. 1982000122. Standard Chartered Bank (UK) Limited is registered in London, England. Registered No. 1982000122. Standard Chartered Bank (USA) Inc. is registered in New York, NY. Registered No. 1982000122. Standard Chartered Bank (Asia) Ltd. is registered in Hong Kong. Registered No. 1982000122. Standard Chartered Bank (Australia) Ltd. is registered in Sydney, NSW. Registered No. 1982000122. Standard Chartered Bank (New Zealand) Ltd. is registered in Auckland, New Zealand. Registered No. 1982000122. Standard Chartered Bank (South Africa) Ltd. is registered in Johannesburg, South Africa. Registered No. 1982000122. Standard Chartered Bank (Singapore) Ltd. is registered in Singapore. Registered No. 1982000122. Standard Chartered Bank (Malaysia) Ltd. is registered in Kuala Lumpur, Malaysia. Registered No. 1982000122. Standard Chartered Bank (Thailand) Ltd. is registered in Bangkok, Thailand. Registered No. 1982000122. Standard Chartered Bank (Hong Kong) Ltd. is registered in Hong Kong. Registered No. 1982000122. Standard Chartered Bank (China) Ltd. is registered in Shanghai, China. Registered No. 1982000122. Standard Chartered Bank (Japan) Ltd. is registered in Tokyo, Japan. Registered No. 1982000122. Standard Chartered Bank (India) Ltd. is registered in Mumbai, India. Registered No. 1982000122. Standard Chartered Bank (Ireland) Ltd. is registered in Dublin, Ireland. Registered No. 1982000122. Standard Chartered Bank (Netherlands) Ltd. is registered in Amsterdam, Netherlands. Registered No. 1982000122. Standard Chartered Bank (Germany) Ltd. is registered in Frankfurt, Germany. Registered No. 1982000122. Standard Chartered Bank (France) Ltd. is registered in Paris, France. Registered No. 1982000122. Standard Chartered Bank (Italy) Ltd. is registered in Milan, Italy. Registered No. 1982000122. Standard Chartered Bank (Spain) Ltd. is registered in Madrid, Spain. Registered No. 1982000122. Standard Chartered Bank (Portugal) Ltd. is registered in Lisbon, Portugal. Registered No. 1982000122. Standard Chartered Bank (Austria) Ltd. is registered in Vienna, Austria. Registered No. 1982000122. Standard Chartered Bank (Hungary) Ltd. is registered in Budapest, Hungary. Registered No. 1982000122. Standard Chartered Bank (Romania) Ltd. is registered in Bucharest, Romania. Registered No. 1982000122. Standard Chartered Bank (Sri Lanka) Ltd. is registered in Colombo, Sri Lanka. Registered No. 1982000122. Standard Chartered Bank (Malta) Ltd. is registered in Valletta, Malta. Registered No. 1982000122. Standard Chartered Bank (Cyprus) Ltd. is registered in Nicosia, Cyprus. Registered No. 1982000122. Standard Chartered Bank (Greece) Ltd. is registered in Athens, Greece. Registered No. 1982000122. Standard Chartered Bank (Turkey) Ltd. is registered in Istanbul, Turkey. Registered No. 1982000122. Standard

New finance director for  
Severn Trent

Severn Trent has named the  
appointing finance director to  
Lambeth who resigned last  
month. The new director is  
Cecilia, who joined the  
group in 1987 and was  
responsible for the  
marketing and sales  
of its water supply.  
He joined last year  
from a number of financial  
institutions in the  
UK, including Glaxo and  
Vivendi.

For further details contact  
the company's chief executive  
John Bell, 0181 900 1000.

**THE DESIGN MUSEUM**  
Being very strict about  
what it receives in its  
recent funding bid  
it thus seems rather  
surprised that it has  
been presented by the  
Contemporary Art Society.

That retrospective exercise  
of last winter is now completed  
by this practical demon-  
stration of the Society's current  
business, its true *raison d'être*. Leaving aside its later  
day diversifications - the  
corporate buying, the tours  
and visits, the autumn market -  
its animating principle has  
always been to entrust the  
funds it has raised by private  
subscription to the hands of its  
chosen buyers, drawn in turn

The museum has  
lately recognised that  
have two people taking  
different roles of both  
administration and  
management and programming.  
Museum's galleries  
are previously held  
by previous director E.  
Thompson.

Thompson studied at  
Oxford University, then  
at the University of East  
Anglia to complete an MA  
in the origins of  
American philosophy  
in 1979.

The museum is  
operating budget of £  
1992, which given  
a rise in membership  
should be enough  
to cover a through to  
a financial deficit.

For further details contact  
the company's chief executive  
John Bell, 0181 900 1000.

## Contemporary Art Society

# Private means for public view

Last winter the Contemporary Art Society celebrated its 20th anniversary by filling the Hayward Gallery with a survey of its activities and achievements over the years. The show concentrated, naturally enough, on the many planks the Society had produced for the public to take. To those unfamiliar with the Society's work, the scope of its engagement would have been surprising enough, but the true revelation was the sheer quality of what it had bought.

Founded long before public funds were ever granted to public museums and galleries to buy directly for their collections, the intervention of such bodies as the CAS and the National Art Collections Fund was of critical and determining importance. Regular visitors to any of the modern collections held in our public galleries, not just in London but throughout Britain, Australia and Canada, are never surprised to read below established favourite and stimulating new acquisition alike: "presented by the Contemporary Art Society".

That retrospective exercise of last winter is now completed by this practical demonstration of the Society's current business, its true *raison d'être*. Leaving aside its later day diversifications - the corporate buying, the tours and visits, the autumn market - its animating principle has always been to entrust the funds it has raised by private subscription to the hands of its chosen buyers, drawn in turn

from the ranks of its executive committee. To them it gives an absolute discretion to buy what they like or consider appropriate, within the budget. Some choose to set themselves a policy, to plug a particular gap or to buy only work of a certain kind or within a set price. Some might look only to young artists, or artists hitherto unpatronised or long neglected. Some again might simply buy *ad hoc*, responding directly to what the chances of the art world put their way.

In recent years the Society has made it its policy to include Fine Craft within its scope. One buyer a year is given this particular responsibility, and at Camden the room of craft purchases is both reproach and encouragement to those institutions yet to take the point. Given the comparative prices, the only wonder is that the demand has not long ago outstripped supply.

When its store-rooms are full, the Society arranges a distribution to its subscribing galleries and museums. Anxious curators swarm in to make their lists and put in their bids.

The great virtue of the system lies in its arbitrariness and unpredictability, at once its responsiveness and immunity to current fad and critical orthodoxy. The range of work is extraordinary in its catholicity, fair and generous and always unexpected, and it puts curators on the spot in a most salutary way. For here, on the one hand, are works by the rising stars, such luminaries of the Turner Prize and pets of

"Homage to Piranesi", 1990, by Stephen McKenna

the Parsons of New Art as Fiona Rae and Ian Davenport, that otherwise would be quite beyond the reach of a straitened but serious provincial collection. And on the other are works far below the priorities and current preoccupations of so august an institution as the Tate, shall we say, yet still something it would quietly wish to have - a Dennis Gelfand Madonna, an Anthony Syton figure, a Harry Holland shadow or a John Hubbard garden.

What is pointed up above all else by this, as by every CAS distribution, argued tacitly yet so vehemently in the demonstration, is that serious signifi-

cant contemporary art is no narrow orthodoxy, the creature only of the most refined and critically acute hierophants of the avant-garde. That is not to argue that what comes out of the Goldsmiths' at the moment, for example, or goes into the Lisson Gallery, is necessarily innocent of talent, but only that the sun rises on other places besides New Cross and Bell Street.

For, fair or not, one does still

sense in the official policies not

only of the Tate but also of the British and the Arts Councils, that by now it is only the age and reputation of Freud or an Auerbach, or for that matter a Albert Irvin or a John



"Homage to Piranesi", 1990, by Stephen McKenna

Fiona Rae and Ian Davenport,  
that otherwise would be quite  
beyond the reach of a straitened  
but serious provincial collection.

And on the other are  
works far below the priorities  
and current preoccupations  
of so august an institution as  
the Tate, shall we say, yet still  
something it would quietly  
wish to have - a Dennis Gelfand  
Madonna, an Anthony Syton  
figure, a Harry Holland  
shadow or a John Hubbard  
garden.

What is pointed up above all  
else by this, as by every CAS  
distribution, argued tacitly yet  
so vehemently in the demon-  
stration, is that serious signifi-

cant contemporary art is no  
narrow orthodoxy, the creature  
only of the most refined and  
critically acute hierophants  
of the avant-garde. That is not  
to argue that what comes out of  
the Goldsmiths' at the moment,  
for example, or goes into the  
Lisson Gallery, is necessarily  
innocent of talent, but only  
that the sun rises on other  
places besides New Cross and  
Bell Street.

For, fair or not, one does still  
sense in the official policies not  
only of the Tate but also of the  
British and the Arts Councils,  
that by now it is only the age  
and reputation of Freud or an  
Auerbach, or for that matter a  
Albert Irvin or a John

unfashionable. These last are  
represented here by such dis-  
tinguished examples as the  
oddly hedonistic minimalism  
of Peter Joseph, the symbolic  
expressionism of Martin Naylor,  
still-lives by Len McComb  
or Stephen McKenna, a con-  
structivist relief by Keith Milow.  
The list is endless, the  
show unfortunately little longer  
than a concert. See it.

William Packer

Gifts to the Nation - Con-  
temporary Art Society Pur-  
chases 1988-1991: Camden Art  
Centre, Arkwright Road NW3,  
until May 13.

Except in one respect the

## Brighton Festival/Ronald Crichton

# A Mass of Life

The Brabant Symphony Orchestra from the Netherlands makes a return visit to the Festival with three concerts based, surprisingly, on the theme of Nietzsche's prose poem *Thus spoke Zarathustra*. The first, on Saturday evening, brought the Delius *Mass of Life* which uses several parts of the poem. This was a "Europe Day concert". By now there will have been a second programme including the Strauss tone-poem *Also sprach Zarathustra*; on Wednesday comes Mahler's Third Symphony of which the fourth movement sets some famous lines from *Zarathustra*.

The visiting orchestra and the Brighton Festival Chorus had a guest conductor, Richard Armstrong. He gave a reading remarkable for clarity and propulsion. The feeling, not unknown in less assured performances, that "aged Midday" is falling sleep and that his brother "aged Midnight" has been in that state for some time, was successfully avoided.

The attack in the opening number and other double-choir outbursts, was tonic, the scoring that looks recklessly cluttered and extravagant on paper sounded almost lean - all the same, the suspicion remains that in this at the time (1905) fashionably fat and maximalist score there is a thinner one struggling to get out. The point is worth mentioning, because the apparatus involved (large choir, huge orchestra) limits the number of performances of a splendid work many would like to hear more often.

Sponsored by The Delius Trust, East Sussex County Council and BAA Gatwick

Pop/Antony Thorncroft

## Cher and k.d.lang

Look on this picture and on this. First we see on stage a woman hiding ostentatiously behind an image. Wigs that would shame Medusa; a succession of costumes all apparently raided from a call girl's wardrobe and designed to show off such indiscretions as posterior tattoos; a set that with its gnarled tree owes something to gothic comics, and, with its hydraulic lift, something to an automated warehouse; a repertoire of other people's standard material sometimes indecipherable beneath the shrill delivery; a band that covers every song with an unmelodic sludge; background singers experiencing advanced delirium tremens and dancers doubtless chosen to show off the slimness of the star's legs.

It is strange, though, is it not, how movie motifs spread. Ice picks are now definitely "in". A Russian director trying to sell more tickets to his film described it in his blurb as "reality with an ice pick to the head." And in Hal Hartley's mildly hypnotic *Simple Men* - the only Competition film within a mile of *The Player* and *Hannibal End* - a character also talks in passing of beds and ice picks.

From the maker of *Trust* here is

a simple tale of two brothers looking

for their jail-escaped dad through

the crazy boondocks of Long Island.

Instead they find romance and a

peculiar wisdom. The dialogue could

be Beckett, the visuals by

Mondrian, the pace by a snail. But

at least it is funny and original,

and at least, if not aiming an ice pick

at the audience's frozen brain, the

film does suppose that we have

brains.

To little of that at Cannes so far.

Jury President Gerard Depardieu

has joined the long line of Cannes

jury supremos who instruct their

peers to favour films appealing to

the heart not the head.

Oh come now.

This is a major European film

festival. A little brain food would

not amuse, would it?

We can get

heart-warmers any day from TV or

Hollywood; or from Cannes gossip columnists weaving desperate romantic little-tattle from a Côte d'Azur swarming with glittering

people not yet doing glittering

things.

To little of that at Cannes so far.

Jury President Gerard Depardieu

has joined the long line of Cannes

jury supremos who instruct their

peers to favour films appealing to

the heart not the head.

Oh come now.

This is a major European film

festival.

It is

strange, though, is it not, how

movie motifs spread.

Ice picks are now definitely "in".

A Russian director trying to sell

more tickets to his film

described it in his blurb as

"reality with an ice pick to the head."

It is

strange, though, is it not, how

movie motifs spread.

Ice picks are now definitely "in".

A Russian director trying to sell

more tickets to his film

described it in his blurb as

"reality with an ice pick to the head."

It is

strange, though, is it not, how

movie motifs spread.

Ice picks are now definitely "in".

A Russian director trying to sell

more tickets to his film

described it in his blurb as

"reality with an ice pick to the head."

It is

strange, though, is it not, how

movie motifs spread.

Ice picks are now definitely "in".

A Russian director trying to sell

more tickets to his film

described it in his blurb as

"reality with an ice pick to the head."

It is

strange, though, is it not, how

movie motifs spread.

Ice picks are now definitely "in".

A Russian director trying to sell

more tickets to his film

described it in his blurb as

"reality with an ice pick to the head."

It is

strange, though, is it not, how

movie motifs spread.

Ice picks are now definitely "in".

A Russian director trying to sell

more tickets to his film

described it in his blurb as

"reality with an ice pick to the head."

It is

strange, though, is it not, how

movie motifs spread.

## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Tuesday May 12 1992

## The fight for EC finances

**WHEN MR Jacques Delors spelled out plans in February for a one-third increase in European Community revenues during the next five years, the EC Commission president knew that he was advancing into difficult terrain. The hostile response from the richer EC countries has shown that this campaign will be uphill all the way.**

Placing the EC's budget on to a new footing to meet the challenges of a Community which is becoming both wider and deeper is of crucial importance. The EC must, however, draw up a far more coherent list of spending priorities for coming years, ensuring that its ambitions for an enlarged union do not run beyond its capacity to finance those actions and responsibilities in a sound and sensible way.

Half the extra money which Mr Delors wants to spend by 1997 is targeted on economic development in the poorer EC countries, Greece, Spain, Portugal and Ireland. Much smaller additions are earmarked for aid to the former Soviet Union, eastern Europe and North Africa, as well as for the EC's infrastructure and industry projects.

The Ecu 21bn extra spending foreseen over five years in the Delors plan will not break any national budgets. The increase adds up to roughly 0.25 per cent of the Community's combined gross national product. Mr Delors' proposals are consistent with the principles underlying the Maastricht treaty on European union. The EC has, after all, set itself the goal of moving to a higher plane of integration, crucially through economic and monetary union.

### Most critical

The countries which have most criticised Mr Delors' ideas are those which are either already – like Germany and Britain – net contributors to the EC budget, or those which fear, like Italy, that their benefits will be eroded. Yet if the Community wants to create the political conditions for irrevocably fixed exchange rates between all members, it will have to accept the need to pay for it.

It is accepted that preparing for EMU requires convergence of EC economies, but this process should not be viewed in a rigid way. The EC cannot, for example, sensibly

## Better news from America

**WALL STREET'S reaction to the unexpectedly sharp rise in US payroll employment on Friday was telling: bond prices fell back in mild shock, but then recovered, and by the end of the day the yield curve was actually flatter. In short the US recovery, which is by now well established, still looks like a quite moderate one. This is frustrating to the administration, which is looking for a political boost, and to the Fed, which had hoped for a stronger response to its quite aggressive monetary easing; but it suits the bond market. Growth looks strong enough to support tax revenues, but too weak to threaten a resurgence of inflation.**

It is easy to discount Friday's news: much of the growth was in health; manufacturing still looks sluggish, with shrinking order books; and in any case, there was an extra week in the survey period which is not reflected in any seasonal adjustment. Equally, the strong retail sales shown in recent store surveys can be put down to the weather, or a politically-motivated surge in Federal payments which will not recur. Meanwhile, car sales remain at historically depressed rates even after a modest April rebound.

### Positive signs

Easy, then, to cavil; but almost certainly misleading. There are also hidden positive signs: the household survey of employment, which includes self-employment, is strongly positive – the strongest, in fact, in any post-war recovery; and payroll employment outside the growth sectors of retailing and health care has stabilised despite continued restructuring and layoffs in defence, finance and parts of the public sector. The private sector diffusion index – the proportion of all employers expecting to increase hirings – is now clearly positive.

The puzzle for envious observers on this side of the Atlantic is to see what is driving any recovery at all. It is true that the Fed has responded, too slowly for some critics but far more strongly than any European central bank, to signs of self-imposed credit restraint. However, the figures for broad money and credit show no response – indeed, the growth of M2 fell through the bottom of the Fed's target range at its last read-

**E**d Brennan, a third-generation employee at Sears Roebuck who rose from the shop floor to become its chairman, sits in Chicago's 110-storey Sears Tower and ponders a question about capital expenditure. The carpet is thick, the view magnificent, and Mr Brennan does not appear to know the answer.

An adviser interjects. The required figure will be disclosed in the retail and financial services group's annual report. Perhaps he could search it out and communicate later? Mr Brennan, mollified, delivers a homily on the dangers of statistics.

By chance, an identical conversation had been weeks earlier. The setting had been the spartan headquarters of Wal-Mart, an aggressive discount chain which recently ousted Sears as America's top-selling retailer. Don Soderquist, Wal-Mart's chief executive, had nipped into a neighbouring office, cornered the finance director, and extracted the answer. It took two minutes and there was no minder in sight.

The comparison may seem trivial but it epitomises much of the criticism surrounding Sears. Struggle as the 106-year-old behemoth may to cut costs and streamline operations, it is still dogged by inefficiency and overmanning. The antique furniture does not shift easily and the paternalistic attitudes of top corporate officers seem equally fixed.

"The central issue is culture," says Edward Weller, retail industry observer at Montgomery Securities, a San Francisco broker. "Sears was so caught up in its post-war success that when the world passed it by in the 1970s, the company didn't know it."

Criticism of Sears has been mounting over the past five years, since its peak profits after tax of \$1.63bn in 1987. The company – which employs more people than any US corporation except General Motors – has been on a slide since then, making less money last year than in 1983. Its share price has oscillated around the \$40 mark for four years after a high of \$50.8 in 1987. Not surprisingly, investors are unhappy; some have complained vociferously. At its annual general meeting on Thursday, five separate "dissentient" motions are on the table. Mr Brennan knows there will be trouble.

Already some of his opponents have spoken out publicly. These include the California Public Employees Retirement System (Calpers), one of the biggest institutional investors in the US; some of the sales agents for Allstate; Sears' large insurance subsidiary; and Robert Monks, a professional shareholder activist, who tried to win a board seat at Sears 12 months ago.

Battle lines have been drawn. On one side, Mr Brennan will be challenged by his critics to field an adequate "industrial" defence in terms of improved operating performance and to outline strategies to recoup lost territory. On the other, the dissidents will be trying to take advantage of the changing climate of US corporate governance to give shareholders greater influence on the company through independent board directors.

Against this background of declining performance and mounting disenchantment, Sears' problems should be put in perspective. Having started out as a catalogue operation in the 1890s and come to symbolise "mainstream America" by the mid-1950s and by the 1960s peak, but most US export markets are now themselves depressed.

On both scores, Sears has been slow to respond. At the end of the 1980s, it introduced "power formatting", dividing the business into

seven areas: appliances and electronics, home improvement, automotive, home furnishings, women's fashions, children's clothing and men's apparel.

Each was to have its own distinctive space and image within the overall store. In the case of electronics, for example, Sears effectively developed an in-house boutique, Brand Central, and broke with tradition by introducing rival name brands alongside its own strong Kenmore appliance brand.

In its zest to become all things to all men, Sears actually closed its doors for two days in 1989 to adjust prices across the board.

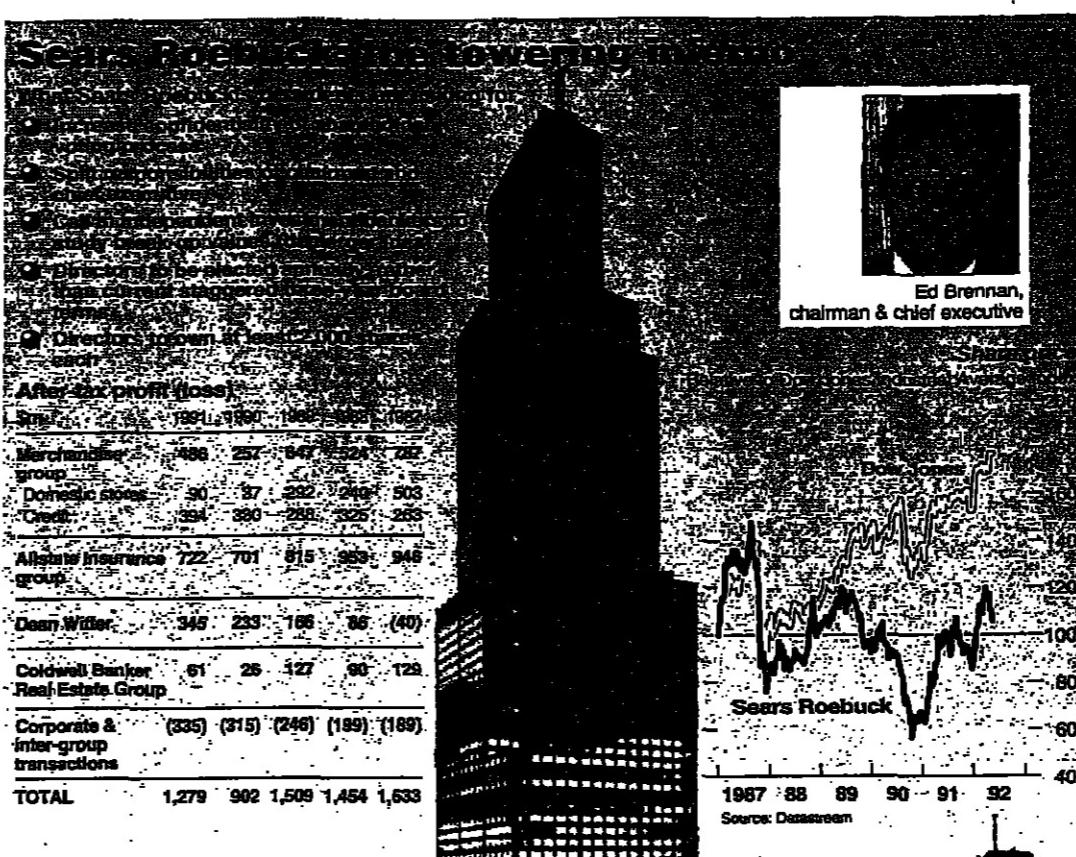
Amid much fanfare, it re-opened and declared its commitment to a policy of "everyday low pricing".

But such catch-up moves did not address the retailer's deep-seated flaws. A far more fundamental change was needed if Sears was to match its rivals. In 1989, Sears' expenses accounted for 30 cents in every dollar of sales; at Kmart, the figure was 23 cents, and at Wal-Mart, 16 cents.

On both scores, Sears has been slow to respond. At the end of the 1980s, it introduced "power formatting", dividing the business into

# US retailer all over the shop

Nikki Tait and Barbara Durr examine mounting criticism of Sears Roebuck



which anticipates... We reflect the world of Middle America."

The roaring Eighties, followed by the recession-hit Nineties, have presented two distinct challenges. First, after a sharp rise in consumer spending and expansion in US retail space, Sears turned to consumer-based financial services. In 1981, at a cost of \$800m, it added the Dean Witter Reynolds investment banking firm and Coldwell Banker property services to Allstate, the large composite insurer it already owned.

"Stocks 'n' Socks", muttered Wall Street rather derisively.

In its zest to become all things to all men, Sears overlooked the trend of the US retail market. Specialty retailers, or "category killers", started coming into their own in the late 1980s and stealing business from department stores. Toys 'R' Us is probably the best-known example in the UK – but in electronics, the pattern was repeated by Circuit City, in fashion by the likes of Wal-Mart.

More recently, a second trend has emerged. Discount retailers, led by Wal-Mart, and the warehouse clubs (out-of-town barns, selling at rock-bottom prices to a membership customer base) are making the running. "Value" has become the buzzword: quality, branded goods at the lowest price.

On both scores, Sears has been slow to respond. At the end of the 1980s, it introduced "power formatting", dividing the business into

picked what they wanted from the buyers' lists; and then regional store managers who had responsibility over the store managers, and their own marketing operations. Inevitably, suppliers would find the head office buyers and regional managers at odds, and the supply chain would stagnate.

Shifting this juggernaut's course will not be quick or easy. On one hand, Mr Brennan says 275 stores out of 860 "will essentially have the ingredients of the power format by the end of 1992". (This could mean a full-scale revamp or a more superficial division of existing floor-space.)

When asked about the pace of further change, he prefers to stress spin-off merchandising benefits over hard numbers relating to the group's performance.

The cost picture is not clearer. More than 40,000 jobs have been axed since Mr Brennan resumed direct responsibility for the retail division in August 1990, including those of the regional managers. But Sears' competitors still have an average five-point cost advantage.

"Their expenses (are) running at about 23 cents on the dollar while ours are at 28 cents," Mr Brennan acknowledged. (The 1991 figure stood at 29.2 cents for Sears).

This disparity prompted Sears to commission a "benchmarking" study – in essence, a detailed comparison with other retailers' organisational structures, with particular emphasis on staffing and costs.

The results? "There will be additional jobs to go," says Mr Brennan. "It's a very difficult task to realign a business. In some areas we're at the end of the job losses." He refused to discuss numbers.

To date, the earnings figures show little benefit from Mr Brennan's strategy. After-tax profits fell to a low of \$92m in 1990, before rebounding to \$1.26bn last year. At first glance, the merchandising division appeared to mirror this improvement: its profits, \$78m in 1987, advanced from \$27m in 1990 to \$48m in 1991. But within this figure, domestic retail operations made just \$90m, and \$34m came from the credit business. This, moreover, was on turnover of \$25bn.

Significantly better figures are expected this year; earnings per share are forecast to top \$4.50, compared with \$3.71 in 1991. This will be partly due to cost savings on the retail side, partly to a rebound at Allstate, and partly to strong figures from Dean Witter.

**B**efore competitors start rubbing their hands in glee on Thursday, they should pause. Only one alternative strategy has been mooted to pull Sears out of the mire – spinning off the financial services companies as a separately quoted stockmarket entity.

In share price terms, a demerger could look attractive. One observer reckons the retail division and financial services companies, traded separately, might be worth \$77-\$86 a share (before the allocation of corporate overheads). Operationally, the advantages are debatable. There is potential for an increased amount of cross-selling between Allstate and Sears the merchandiser but at present the two groups only generate a small percentage of each other's total revenues. The demerger study proposal is the third preference on a list of five ideas being put forward by dissidents on Thursday, says Mr Monk, who has contacted 300 institutional shareholders (see graphic).

The dissidents face one other crucial problem in battling for reform. About 22 per cent of Sears' shares are held by employee profit-sharing plans whose trustees are appointed by the board. Sears' critics know they have little chance of securing support from this block. The most they can realistically expect is a strong protest vote.

That, at least, might send signals to the board which, apart from Mr Brennan, is composed of non-executives. Mr Monk cites recent ousting by directors of chairman Robert Stempel as head of the executive board committee at General Motors as a sign of a changing climate. "I think the GM action removes every modicum of doubt that a board is required to take responsibility. In the past, it has usually gone along with management."

Given the record of inaction at Sears, it is possible that nothing will be done to appease shareholders. The company cannibalised board numbers from 15 to 10 last year, and the figure is now nine – despite promises to bring in new blood. These remaining directors may be inclined to give Mr Brennan the benefit of the doubt until the results of his strategy are clearer.

But the raised voices of the critics will not be silenced if the company gives any further ground to its competitors. If Sears does not find a way to reach into the hearts and purses of middle America, Mr Brennan may discover that magnificent views do not necessarily make magnificent companies.

Joe Rogaly

## Major's magic moments



Everything seems to be going right for Mr John Major. The prime minister should not be begrimed by his magic moments. He has earned them. Indeed, they may last longer than the fates usually allow, for since his return to Downing Street on April 10 he has performed with the confident touch of a man whose hold on his job has at last been legitimised.

Just over four weeks ago he led the Conservatives to their fourth general election victory in a row. The fact that this was unexpected made the achievement seem all the more remarkable. Yet there was none of the triumphalism of June 1987 in last week's Queen's Speech, or in the prime minister's presentation of it in the Commons. With Mrs Margaret Thatcher in charge, a majority of 100-plus, and the opposition to be going right for Mr John Major. The prime minister should not be begrimed by his magic moments. He has earned them. Indeed, they may last longer than the fates usually allow, for since his return to Downing Street on April 10 he has performed with the confident touch of a man whose hold on his job has at last been legitimised.

Everything seems to be going right for Mr John Major. The prime minister should not be begrimed by his magic moments. He has earned them. Indeed, they may last longer than the fates usually allow, for since his return to Downing Street on April 10 he has performed with the confident touch of a man whose hold on his job has at last been legitimised.

It would be uncharitable, and incorrect, to ascribe to the government's restrained demeanour entirely to the narrowness of its majority, or even to the nasty premonitions of defeat that afflicted most of them during the campaign. The matter-of-fact personality and emollient style of the prime minister have also had something to do with it. If the Tories go on like this they will end up more popular than they were during the Thatcher years. The apparent rush of support for Conservatives in last week's local elections is partly the consequence of Labour's demoralisation, and courtesy.

It would be uncharitable, and incorrect, to ascribe to the government's restrained demeanour entirely to the narrowness of its majority, or even to the nasty premonitions of defeat that afflicted most of them during the campaign. The matter-of-fact personality and emollient style of the prime minister have also had something to do with it. If the Tories go on like this they will end up more popular than they were during the Thatcher years. The apparent rush of support for Conservatives in last week's local elections is partly the consequence of Labour's demoralisation,

to wait. This is beside the point. Recovery may be slow but there can be no doubt that it is on the way. We all buy now – all that is, except the unemployed, sellers of houses, and retailers waiting for consumers to get the message.

The mood in the City has been transformed. The stock market has advanced to record highs. Sterling is strong, and rising, in spite of a cut in bank base rates by half a point to the lowest level for four years. Now the talk is of British interest rates falling below Germany's, a notion that could not be seriously entertained before polling day. There are many technical explanations for this turnaround, but the simplest is the most compelling: the markets are showing confidence in Mr Major's government. Democrats may not savour the prospect of decades of one-party rule; markets are more sanguine.

The opposition is in abeyance. It is easy to sustain the fancy that it may not return to power this century. Mr Major acknowledges that mistakes were made during the recent campaign, but he has vowed that they will not be repeated. His appointment of Sir Norman Fowler to rebuild the Conservative party is one means to that end. Mr Fowler is a smooth operator. Given four years in which to do the job his administrative overhaul could make the difference in a score or more of marginalities. The work of the constituency boundary commission, generally thought to be worth between 15 and 20 extra seats to the Tories, will have been completed before there is a chance to vote again.

In these circumstances the size of the task facing both Labour and the Liberal Democrats is greater than perhaps either party has yet realised. Mr Paddy Ashdown's weekend call for a working relationship between the Lib-Dems and Labour, "to assemble the ideas around which a non-socialist alternative to the Conservatives can be constructed" reaches to the nub of the matter. Yet even when, as they surely must, both sides prove willing to talk that will be only the beginning. The ideas they assemble must have relevance to the needs of the future, not the past. Old Labour rivalries must be set aside. To be certain of an election victory the two parties must unite, or one must swallow the other. Neither is yet ready to allow either cataclysm to take place.

This leaves Mr Major facing the only hostile opposition he needs to fear: the devastating force of unforeseen events. We cannot know when this monster will show itself, or what form it will take. We can, however, be sure that it will come. Events always overthrow governments in the end. For Mr Major that experience may lie many years in the future.

CHARLES TYRWHITT  
*Maker of fine shirts*  
*Two-fold cotton poplin*

### A SPORTING OFFER

Send for our free catalogue and we will send you a pair of brass collar stiffeners. Absolutely free and without obligation.

Removable brass collar stiffeners, exclusive to Charles Tyrwhitt, keep your collar smart and straight all the time.

Twin-needle stitching with double seams round the armholes for durability.

Real pearl buttons, crossover stitched to ensure they never fall off.

Wide selection of plain and striped fabrics.

Choice of twin-button single cuffs or double cuffs with cufflinks.

Long tails designed to stay inside your trousers.

BUY FOUR SHIRTS, GET A FIFTH ONE FREE  
*Two-fold cotton poplin shirts from £29.20*

CHARLES TYRWHITT SHIRTS

Freepost, Saddlers Court, Camberley, Surrey, GU17 7BR

Telephone 0252 669340 Fax 0252 851677

Please send my free catalogue and brass collar stiffeners.

Mr/Mrs/Name/Titile \_\_\_\_\_

Address \_\_\_\_\_

Postcode \_\_\_\_\_

Charles Tyrwhitt Shirts, Freepost, Saddlers Court, Camberley, Surrey, GU1

TUESDAY MAY 12 1992

FINANCIAL TIMES TUESDAY MAY 12 1992

19

The Archbishop of Canterbury has criticised companies' narrow focus on shareholders. Charles Handy calls for a shift in thinking

# Priorities and purpose at the heart of capitalism

What is a company for? The question sits uneasily at the heart of capitalism. Until recently, with communism and centrally planned economies as our common opponents, we were not pressed to provide an answer.

To many reared in the traditions of Anglo-American business, the answer anyway was clear - "to enhance shareholder value", with all that implied for efficiency, customer service, shrewd investment and personnel policies.

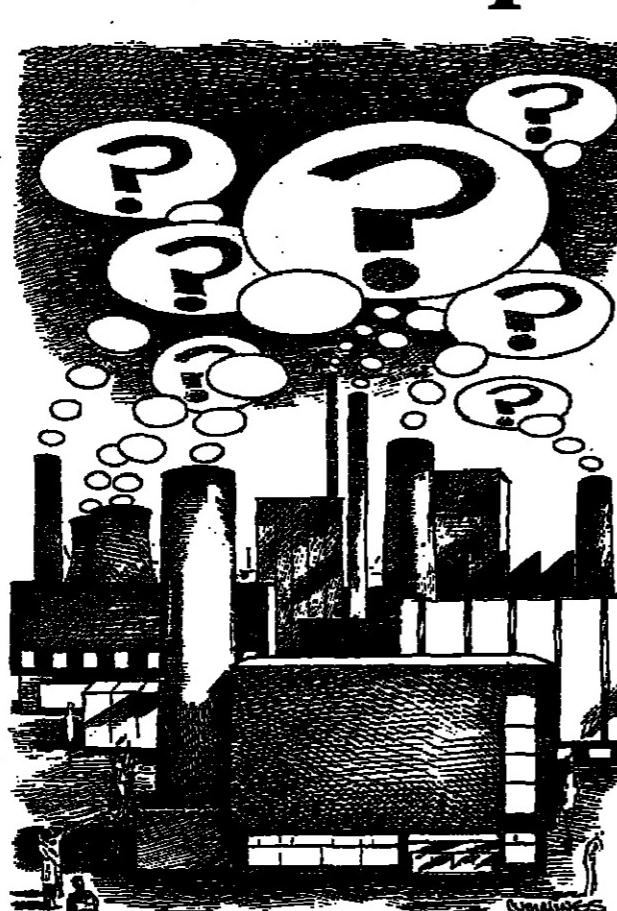
The capitalist world, however, has lost its common enemy and must now look more closely at itself. The countries newly emerging from socialism are not, entirely happy with all they see of capitalism. To them it is not self-evident that what is good for some shareholders is necessarily good for the rest of society. They also see there are different versions of capitalism: Japanese, American, German, British.

As the world of business becomes more and more global, these different traditions of capitalism bump up against each other. We not only have to learn about them, we need to learn from them because they begin to close towards each other as companies compete and combine. Working on different assumptions will be untenable in the long term.

Akio Morita, the chairman of Sony, has taken the point. In an article in the January edition of *Bungei Shinji*, the political and economic journal, he suggests that Japan's competitiveness has been achieved by keeping margins and prices low over a long time in a constant search for volume to provide the cash-flow. This has, however, meant skimping on the other stakeholders in favour of the customer.

The average pay-out ratio, for instance, was 30 per cent in Japan in 1990 compared with 66 per cent for the average British company and 54 per cent for US ones. Japanese employees worked 2,150 hours on average in 1989 compared with 1,636 in France and only 1,546 in Germany. Mr Morita argues that neither the world nor Japanese society will tolerate these differences much longer. Japan, he says, must fashion a new corporate attitude, rebalancing stakeholder interests and going some way to meet the west.

We, on our part, may have to do the same but in the other direction. If we don't, we may lose competitively. More of the earned surplus needs to go back to the customer by way of lower margins and lower return on projects. An open



and tempting share market will also lure new owners for Anglo-Saxon assets from overseas without any corresponding opportunities in their more closed markets. A change to foreign ownership can often be beneficial in the short term, but if too much of Britain ends up as an offshore manufacturing subsidiary subject to the whims of outside owners, the risks are obvious.

We may, therefore, start to look at our shareholders rather differently, and more as other countries do, as financiers rather than as owners. Satisfying these financiers then becomes a requirement not a purpose.

**Business today depends largely on intellectual property, which resides in individuals' heads**

Should they have that power? They do not, after all, have the balancing responsibilities of ownership. Because of the different ownership patterns, although this fact usually only shows up during contested takeovers, Accountants, in other words, need to turn their gaze on the future and measure it. If they will not do so, management should.

Ownership is a misleading concept in other ways too. It suggests that a company is a commodity to be traded and that its people are commodities too. Too often that is exactly what happens, because in the Anglo-American stockmarkets

financiers have that power.

To turn shareholders into a purpose runs the risk of confusing means with ends. But this is a risk we seek to avoid by saying that shareholders' needs are actually a yardstick for all other purposes.

The danger in doing this is that we underrule the real purpose of the business, which is to provide quality goods and services to customers and quality lives and work to its people. One cannot continue to do that without keeping one's financiers happy at the same time. If they are not happy they will

blow the whistle, warn, and then, if necessary, move the marketplace removes the business. Whistle-blowing is their function, not the indirect management of the business.

Ownership is a misleading concept in other ways too. It suggests that a company is a commodity to be traded and that its people are commodities too. Too often that is exactly what happens, because in the Anglo-American stockmarkets

financiers have that power.

Companies today are like they were in Victorian times - properties with tangible assets worked by hands whose time owners bought. Business today depends largely on intellectual property, which resides in the hearts and heads of individuals. Companies have to be re-conceptualised. They are communities which need customers, suppliers, financiers and community support if they are to survive and prosper in the interests of all.

We do not need to change company law to create this new idea of the company, but we do need to change the way we talk and the way we count. That way we will start to change the way we think, and then the way we act.

terms of Japanese and Continental companies the casual investor does not have the same power as his counterparts in New York or London. The financiers in Japan and on the Continent, therefore, are more like guardians, keeping a watchful eye, but not jumping ship just because there is a torn sail.

Akio Morita called for a change in McDonald's corporate attitude and suggested that the big companies should lead the way. There are encouraging signs that that is happening in

the UK. The author is Visiting Professor at the London Business School and the author of *The Age of Unreason*.

## OBSERVER

### Gorby's Red Star special

Karl Marx must be spinning in his tomb. Not only has Mikhail Gorbachev - together with the glamorous Rafta - taken to riding across America's skies on *Forbes Magazine's* well-appointed "Captain's Jet" jet, but last night he was guest of honour at *Forbes*' 75th birthday celebration at New York's Radio City Music Hall. Is there nothing the world's favourite ex-Soviet president won't do for publicity?

Taking a cue from his old friend Ronald Reagan, Gorbachev is cashing in on his reputation now that he is free from the cares of office. Last week 500 guests paid \$5,000 each to attend a Reagan Library lunch for Mr G.

Then, in San Francisco, another 4,000 local fans paid \$40 a ticket to hear a Gorbachev speech. This week's lecture on anti-Semitism at Yeshiva University, a Jewish college, is expected to raise another \$1m for the Gorbachev Foundation. In between times he will visit the New York Stock Exchange and break bread with Henry Kissinger.

Yet nothing is as surreal as the flirtation between Gorby and the eccentric *Forbes Magazine*. Last night he joined Ronni of *Forbes'* mogul-studded Radio City event, with 3,000 guests ranging from Boston's Jack Hessey to clothes designer Ralph Lauren. Maggie Thatcher was invited to the *Forbes* bash, but sadly couldn't make it.

*Forbes* is reluctant to explain the terms on which Gorbachev borrowed its jet, but it sounds as if it was a quid pro quo for his appearance at the Radio City bash. Whatever the terms, Malcolm S. Forbes junior, 44, seems to be trying to live up

to his father's hell-raising reputation. But somehow he doesn't seem to have quite the same sort of pizazz.

### Short changed

■ Ireland's fourth Eurovision Song Contest win has landed the state-backed television and radio network, RTE, with a big financial headache.

Tradition dictates the winning country host the next year's competition. The Irish have won the contest three times before - in 1970, 1980 and 1987 - but staging the 1993 event in Dublin could cost RTE at least £2m. Irish officials will now have to weigh up their obligations before deciding whether they can dance to Eurovision's tune.

### Royal return

■ The more mischievous among Conservative MPs were speculating that the Queen may have decided to settle an old score with Margaret Thatcher when she speaks to the European Parliament in Strasbourg today.

announced a \$300m order last week to supply computers to over 8,000 McDonald's outlets in the US, it now turns out the company has merely been selected as one of two approved suppliers.

It is not quite the "gaffe" Berlusconi's news magazine *Panorama* proclaims it to be in its latest issue; Olivetti may still end up selling McDonald's plenty of PCs. But coming just before today's likely announcement of a £1,400m (£181m) loss for 1991, Olivetti may have been a bit too enthusiastic in claiming its bite of the burger.

During her time in Downing Street, Thatcher consistently refused to sanction a royal visit to an institution whose federalist ideals she abhorred. Now the Queen is planning to tell the MEPs that her government sees Strasbourg winning an ever more important role in fulfilling the European ideal.

Most wounding for the former prime minister, an original draft of the Queen's address - the subject of sharp differences at Westminster last night - argued that differences in national parliamentary tradition were insignificant against a European-wide commitment to democracy.

At that, Thatcher, already planning to deliver another onslaught on Federalism in the Hague on Friday, was expected, in the words of one Tory MP, to "go nuclear".

### Side order

■ Carlo De Benedetti's enemies, not least TV magnate Silvio Berlusconi, are revealing in the latest spicy story at Olivetti, the troubled computer group he controls. Having

announced a \$300m order last week to supply computers to over 8,000 McDonald's outlets in the US, it now turns out the company has merely been selected as one of two approved suppliers.

It is not quite the "gaffe" Berlusconi's news magazine *Panorama* proclaims it to be in its latest issue; Olivetti may still end up selling McDonald's plenty of PCs. But coming just before today's likely announcement of a £1,400m (£181m) loss for 1991, Olivetti may have been a bit too enthusiastic in claiming its bite of the burger.

During her time in Downing Street, Thatcher consistently refused to sanction a royal visit to an institution whose federalist ideals she abhorred. Now the Queen is planning to tell the MEPs that her government sees Strasbourg winning an ever more important role in fulfilling the European ideal.

Most wounding for the former prime minister, an original draft of the Queen's address - the subject of sharp differences at Westminster last night - argued that differences in national parliamentary tradition were insignificant against a European-wide commitment to democracy.

At that, Thatcher, already planning to deliver another onslaught on Federalism in the Hague on Friday, was expected, in the words of one Tory MP, to "go nuclear".

### Know the drill

■ Advice of a polished after-dinner speaker to a novice: "If you don't strike oil within 10 minutes, stop boring."

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL  
Fax 071 873 5338. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

From Mr Michael Groom.  
Sir, Perhaps I can set the mind of the outgoing president of the Chartered Association of Certified Accountants at rest - at least to some extent ("Move to cut audits attacked", May 8).

We have consistently campaigned for measures that would ease the regulatory burden on small companies. One such measure would be to allow small proprietary companies to elect to dispense with a statutory audit, subject to suitable safeguards. Another, as recently floated by the Department of Trade and Industry, would be to create some abatement for those very small companies below the £36,600 turnover threshold for VAT. At this turnover level, the current required fee for the full audit

must be a significant proportion of a company's profit.

We have therefore set up a working party to consider the latest suggestion from the DTI and the related issues arising from it. In doing so we are aiming to play a part in moving towards an urgently needed new era of deregulation.

Michael Groom, chairman, small company audits working party, Institute of Chartered Accountants, Moorgate Place, London EC2

From Ms Stella Fearnley.

Sir, I am surprised the DTI's initiative in reconsidering the need for very small companies to have an audit is not universally welcomed by the accountancy profession ("Move to cut audits attacked", May 8).

There seems to be a fear that by abolishing the small company audit directors of small companies will somehow be relieved of some of the responsibilities of limited liability in terms of financial reporting. In fact the opposite is true.

The Companies Acts place responsibility fairly and squarely on the directors of all companies of whatever size to prepare annual accounts which comply with company law and accounting standards, and require these accounts to be filed with the registrar within the predetermined time limits.

The absence of an audit would force directors of small companies to take these responsibilities more seriously as any legal action resulting from material misstatements in their accounts would be directed at them rather than, as is often the case at present, at the auditors' professional indemnity insurance.

Stella Fearnley, department of accounting and management science, University of Southampton

### Confused

From Mr Martin Adeney.

Sir, Re Mr Leonard Dowsett's letter (May 8), the suggestion that ICI invented polyester was the FT's, not ours. I am not aware that we have ever made any such claim. I think the explanation may be simpler: a confusion with polyethylene, colloquially known as polythene, which was indeed invented by ICI.

Martin Adeney, head of group media relations, ICI, The Old Chapel, Whiddon Down, Okehampton, Devon EX20 3QP

### Bidder for Midland cannot sustain nationalist position

From Prof Dale Little and Dr Penny Ciancanelli.

Sir, The current debate about the future of the Midland Bank should be viewed from the perspective of the longer term dynamics of international banking. It is clear that the combined impact of technological and legal changes confront all banking organisations with stark choices.

The fundamental difference between the two bids for Midland is that one is premised on an internationalist view of banking in the 1990s while the other is based on an essentially nationalist view.

If Lloyds gains control of Midland, rationalisation will involve substantial job losses. The UK will still have only one truly international bank, reduced choice for small business borrowers (where margins are already good) and increased competition for big business borrowers (where margins are wafer thin or non-existent).

Moreover, Lloyds and Midland share virtually nothing in information technologies. So it is unlikely that rationalisation can proceed at a timescale to produce the rate of cost

savings forecast by Lloyds.

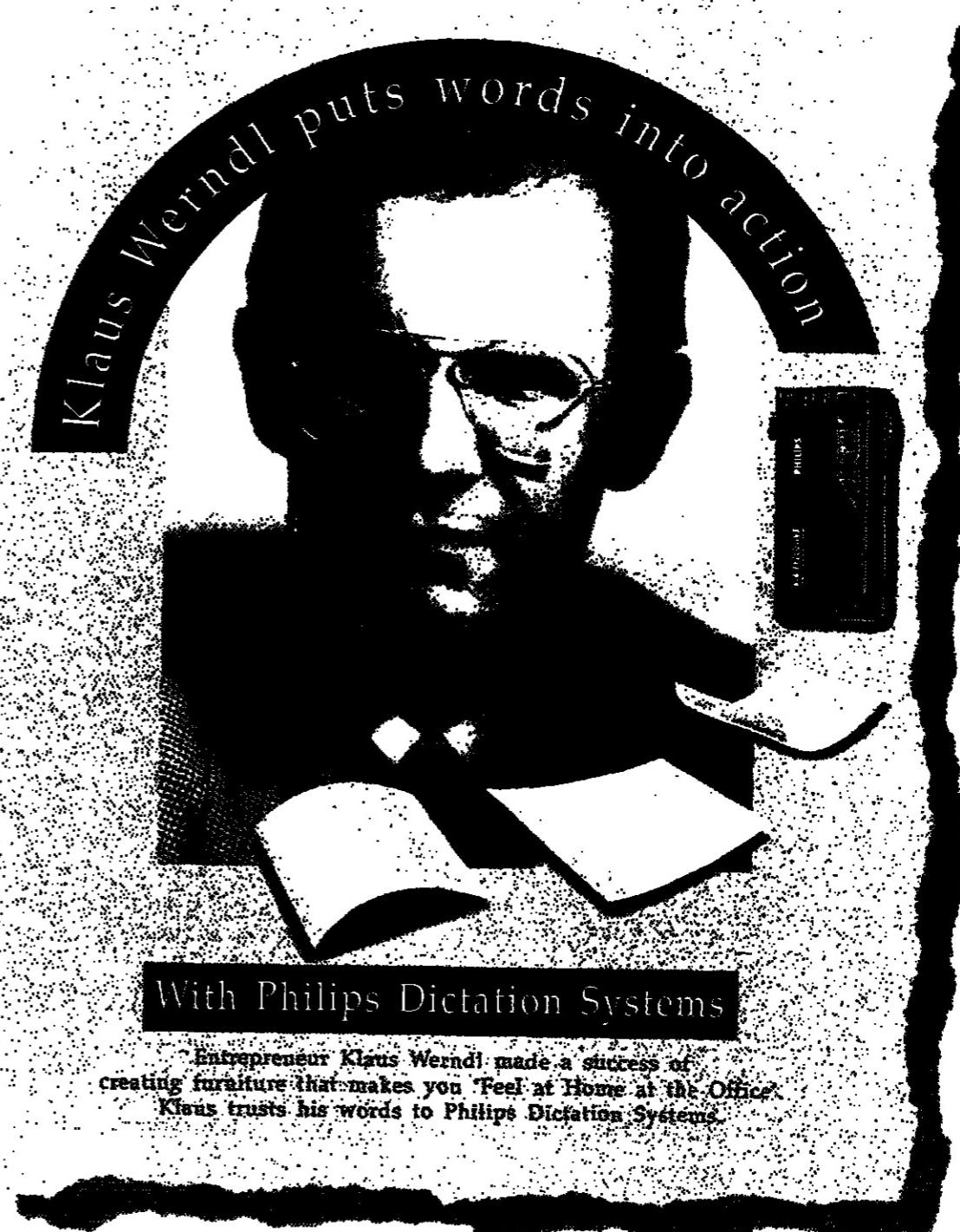
An inward looking strategy inevitably rests on the following premises that retreat from international pressures is possible; that banks "own" their home markets; and that because continental banks have not yet entirely solved the problem of entering British markets they will never do so.

There is no evidence to support these premises. All the research shows that the long run forces are completely opposite: existing protected positions within national markets are unsustainable as technological change continues to transcend artificial national boundaries and existing suppliers seek to maintain growth and secure

economics of scope and scale realisable through international expansion.

Being a "domestic" player may well have short-term attractions: downsizing with its emphasis on cost reduction together with a careful focusing on selected sectors and segments does offer shareholders short-term benefit. But the resulting bank organisation will be ill-suited to face the challenges of competitors which entered the international market place and won market share worldwide.

Dale Little, Penny Ciancanelli, University of Manchester Institute of Science and Technology, PO Box 82, Manchester M60 1QD



Entrepreneur Klaus Wenzl made a success of creating furniture that makes you 'feel at home at the office'.

Klaus trusts his words to Philips Dictation Systems.



PHILIPS

## No shelter from Bosnian battle

Judy Dempsey on the three wars raging in the former Yugoslav republic

LAST SUNDAY, hundreds of children were evacuated to Moscow from Sarajevo, the capital of Bosnia-Herzegovina. As they boarded buses, amid shelling and sniper fire, their mothers started sobbing, not knowing if they would ever see their families again.

In Bosnia, there is no shelter for children even in towns and villages. As Serb irregulars, backed by the Yugoslav army, pound the capital with mortar and artillery, two other wars are raging elsewhere in the republic.

In the north of Bosnia, Croat and Serb forces are fighting it out at Bosanski Brod, in swaths of territory which runs along the river Sava and borders Serbia and Croatia.

Control of this region is crucial for the governments of Croatia and Serbia. If President Slobodan Milosevic of Serbia captures it, he will be able to link up with the eastern parts of Croatia, still in the hands of the federal army, and Serb militants.

Moreover, victory at Bosanski Brod would eventually allow Serbia to link the self-proclaimed, Serb-inhabited republic of Krajina, in south-west Croatia, with eastern Croatia. The creation of a Greater Serbia would then be within grasp of Milosevic.

Another equally bloody war is taking place in Herzegovina in south-west Bosnia. The region is inhabited largely by Croats, and by Moslems and Serbs. Croatia's National Guard, deployed along territory between the Adriatic coast and Bosnia, is determined to defend fellow-Croats.

Croatian nationalists want this part of Herzegovina annexed to Croatia. But the war is turning the beautiful old Turkish city of Mostar, the capital of Herzegovina, into a second Vukovar - the Croatian city which the Serb army and irregulars flattened to the ground last year.



Bosnia's Serb and Croat leaders last week held secret talks in the Austrian city of Graz. The negotiations, backed by Croatian president Franjo Tuđman and Mr Milosevic, discussed how Bosnia-Herzegovina would be divided between them.

The Moslems, who make up 44 per cent of the republic's 4.3m population, had no say in the talks. Any carve-up of the republic would not only leave them without a homeland, it would also put paid to pledges by both presidents to recognise the inviolability of the borders of the former Yugoslavia.

Bosnia's Croat and Serb leaders have already started arguing over the plan, which involves dividing Sarajevo, as well as ceding parts of Herzegovina to Croatia and northern parts of

BiH. In Sarajevo, as the federal army and Serb irregulars lay siege to the city, starving Moslems, Serbs and Croats continue to defend their capital.

The Serbian leadership is determined to speed the capitulation of Sarajevo. The purge of the army last week, in which 38 generals were replaced by young Serb officers, was aimed at isolating those generals who might have worried about unleashing its full fire-power on Bosnia, and who might have resented how Mr Milosevic's war aims have destroyed Yugoslavia. But Mr Milosevic also wants Bosnia quickly pacified in case he needs the army to defend Serbia itself.

Serbia is not an ethnically homogenous republic. Over 200,000 Moslems live in the Sanjak, a poor region which borders Bosnia and Montenegro, the tiny republic which supports Serbia. Already, thousands of Montenegrin reservists of the Yugoslav federal army have been dispatched to the Sanjak to suppress any potential unrest.

A spark which inflames the Sanjak could spread to the southern province of Kosovo, which in 1990 was forcibly integrated into Serbia. Over the past two years, Kosovo's ethnic Albanians, who make up 90 per cent of the population of 2m, have been living in a virtual police state controlled by Belgrade.

In the northern province of Vojvodina, which was also annexed by Serbia in 1990, the 380,000-strong Hungarian ethnic minority is now demanding that Serbia guarantees its rights, while the 80,000 Croats in Vojvodina want to hold a referendum on whether to remain in Serbia.

Thus, any uprising in the Sanjak, Kosovo and Vojvodina would not only stretch the Yugoslav federal army but would also engulf Serbia in civil war.

Bosnia to Serbia. Serbia insists on keeping control of the valley south of the river Neretva, on which Mostar is built - there are sizeable arms production enterprises here. If it does, the medieval Croatian city of Dubrovnik, south-west of Mostar, would probably be cut off from Croatia.

A victory at Mostar is important for the Croats, but it is not in sight. At the weekend, Belgrade started deploying the federal army's elite paratroop corps into the region.

The fighting in these two areas of Bosnia-Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting in Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lics. The fighting



## INTERNATIONAL COMPANIES AND FINANCE

**Continental proposes rights issue**

By Haig Simonian in Milan

**THE BATTLE** of wills between Pirelli and Continental may reach a turning point following Continental's decision yesterday to propose a DM150m (\$90m) rights issue.

Pirelli, the Italian tyres and cables group, still owns 5 per cent of Continental's shares and has call options over 34 per cent more after last year's unsuccessful takeover attempt.

Senior executives at Pirelli, which is headed by Mr Marco Tronchetti Provera, said they were waiting to see the terms of Continental's proposed capital increase before deciding their own strategy. The German company's plan must be approved by shareholders on July 3 before going ahead.

A top executive said Pirelli did not consider the move, which has been rumoured for some time, as hostile. Rela-

tions between the two companies "were neither positive nor negative" at present. "I don't think it's against us," he said.

Analysts have suggested that Continental's capital increase may be part of a plan to buy some of Pirelli's businesses which are believed to be particularly interested in Pirelli's Munich-based Metzeler auto components arm.

Using cash from a rights issue - part of it possibly coming from Pirelli itself - for the purchase would be a neat turning of the tables for Continental. In September 1990 it faced a takeover proposal by Pirelli which appeared to require it to issue large amounts of debt to finance Pirelli's own plans.

Whatever the outcome of the capital increase, both companies are now concentrating on restructuring. Announcing

audited net losses of L729bn (\$586m) last year, or L622bn after minority interests, Pirelli said its tyre activities had broken even so far this year.

The improvement came largely thanks to heavy cost cutting, which involved the loss of 6,000 jobs and closure of a number of factories. However, the Pirelli executive said earnings had also been helped by "some slight improvement" in tyre prices. After three years of vicious price wars between manufacturers, "we've reached a bottom from which we can start to rise," he noted. The company hopes that further cost-saving will return the tyre business to profit in 1992.

Pirelli is also advancing with the disposal of its diversified products division, which accounts for around 17 per cent of turnover. Negotiations on selling four of the seven "business units" into which the divi-

sion has been split are reaching a second, conclusive, phase.

The four business units, which together have turnover of L1.200bn, produce anti-vibration systems, automobile profiles, hoses and assemblies, and power transmissions. Numerous offers had been received for all the businesses by the end-April closing date, and Pirelli executives are now sift-

ing through the bids. The offers will be reduced to a maximum of four for each business unit. Those selected will then be given access to detailed financial information, and be permitted factory visits.

All the offers have included indicative prices. However, the Pirelli executive said it would still be some time before the first deal was announced, as the selection would be complex and further clarification was necessary in some cases.

**BTR sells its 4.1% stake in Pilkington**

By Roland Rudd in London

**BTR**, the industrial conglomerate, yesterday sold its 4.1 per cent stake in Pilkington, the UK glass-maker.

The deal formally brings to an end its takeover hopes, which began with its unsuccessful £1.16bn (\$2.05bn) bid almost five years ago.

The 31m shares were sold at 16ip a share to stockbroker, Barclays de Zoete Wedd, which believed BTR was keen to sell its Pilkington shareholding.

BTR's interest in the glass group originated with its con-

**Mercedes plans shake-up of German operations**

"It should help reduce the gap which we have in our production costs. The gap is 35 per cent. We probably can close more than half, say two thirds of this gap," he said.

Each of the units will have its own management and all the facilities required to run an independent business, he said.

Although the enterprises would be given a greater degree of freedom to sell products directly to the market, it would not result in splitting Mercedes into a multitude of joint stock companies, he said.

"It will be less important for us whether the supplier is internal or external," Mr Werner added.

Over the last few years Mercedes, like other German carmakers, has increased the

amount of parts purchased from suppliers in other countries with lower wage costs.

The decentralisation is a key-part of Mercedes' plan to raise its productivity by introducing "lean management", which would trim administration at its Stuttgart headquarters, and to introduce new working practices.

"Simply put, we are too expensive," Mr Werner Niefer, the present head of Mercedes, said last week, referring to production costs.

Mercedes, which employs around 120,000 people in Germany, has also been considering job reductions, which could total up to 20,000 in the next few years. It has said it intends to avoid redundancies.

**MMB shares suspended by bourse**

By William Dawkins in Paris

**FRENCH** stock exchange authorities yesterday suspended trading in the shares of MMB, a holding company which controls Hachette, the media group, and Matra, the defence electronics to transport company.

The Société des Bourses Françaises (SBF) gave no reason for the suspension, which lasts until Wednesday. However, an MMB spokesman said it was to calm the market in MMB shares after the price had jumped more than the 10 per cent daily maximum at which a suspension is triggered.

Speculation in MMB's shares has been intense since last week's announcement that Hachette and Matra were to merge by the end of the year. The two operating companies' share prices have also risen steeply since then.

As part of the project, MMB is to be transformed from a normal company into a société en commandite par actions, an unlimited share partnership. This is a way of locking up control of the group and making it nearly invulnerable to hostile bids.

**Midland faces bid battle setback**

By Robert Peaston in London

**MIDLAND** BANK is expected to lose the first round of its fight to prevent its rival Lloyds from obtaining access to detailed information on Midland which any other bidder for Midland has received.

The executive of the Panel, the City's arbiter of bid tactics, is likely to rule that Midland should provide Lloyds with financial information which Midland has already given to Hongkong and Shanghai Banking Corporation. A decision could be made today.

However, Midland is likely to make an appeal to the Panel's full council if the decision goes against it.

Nonetheless, the Panel's executive is understood to have accepted Lloyds' argument that it is a "bona fide

potential offeror" under the terms of the takeover code. If that is the case, then Lloyds has the right to receive information on Midland which any other bidder for Midland has received.

Hongkong Bank, which has made a formal takeover offer for Midland, has access to Midland's accounts. It has been a 15 per cent shareholder in Midland since 1987 and as a result it knows Midland well. In addition, it carried out a detailed financial investigation of Midland, a process known as "due diligence", before making its bid.

Midland has refused to give the same information to Lloyds. Lloyds has said it will bid for Midland, subject to two preconditions, but it has not

**Unidanmark expects loss in first half**

By Hilary Barnes in Copenhagen

**UNIDANMARK**, Denmark's second largest banking group, expects a first-half loss this year, weak conditions in the bond and share markets since the end of last year and continued difficulties in the domestic business sector, Mr Jens Chr. Kirketerp Jensen,

the chairman, said yesterday.

Standard & Poor's, the US credit rating agency, said that it was reaffirming the bank's A1 Eurocommercial paper rating. The rating has been on credit watch since February 24.

The bank has made substantial losses on involvement in London's Docklands, the com-

mercial and residential development in east London.

"Not only has the market and the economy collapsed. The promises of improvements in the infrastructure in the area were not met either," he said.

The bank reported a Dkr1.6bn (\$251m) loss in 1991 after making large bad loan provisions.

The other precondition is that either Lloyds must be satisfied that its proposed offer will not be referred for scrutiny by the Monopolies and Mergers Commission, or that Hongkong Bank's bid will be rejected if Lloyds' bid is.

Lloyds, Page 20

made a formal offer. Midland is concerned that Lloyds will never make a formal takeover offer. Midland views Lloyds as an arch-rival and is afraid that its business could be damaged if it gave Lloyds commercially valuable information.

One of the two preconditions to a Lloyds bid is that it should receive all information on Midland which Hongkong Bank has received since January 1, 1992.

The other precondition is that either Lloyds must be satisfied that its proposed offer will not be referred for scrutiny by the Monopolies and Mergers Commission, or that Hongkong Bank's bid will be rejected if Lloyds' bid is.

Lloyds, Page 20

**Hapag-Lloyd pays more after sharp rise**

By David Waller in Frankfurt

**PRE-TAX** profits at Hapag-Lloyd, the German shipping, airline and travel group, improved dramatically last year, rising to DM140m (\$34.8m) from DM41m in 1990. The dividend is to be increased to DM10 from DM8 per share.

The group is also proposing a rights issue, raising its authorised share capital by a nominal DM40m - an increase of a third on existing share capital of DM120m.

Hapag-Lloyd said that the aim of the issue was to secure funds for further investment in growth areas of its business. Details will be fixed at the date the new shares are issued following the shareholders' meeting on June 22.

The company warned that operating profits would probably fall this year because of declining returns in the shipping sector, the group's biggest business.

Mr Hans Jakob Kruse, chairman, said the central reason for the turnaround in group profits last year was the recovery in the liner shipping division, accounting for 57 per cent of group total sales of

DM3.66m last year. This was due to "substantial improvements in cost structures".

The chairman said the shipping division's returns were still inadequate in view of the heavy capital tied up in ships and containers, and forecast that the business would remain vulnerable to declining trade growth rates and an over-supply of shipping space and weak freight rates.

The trend during the current year would be markedly weaker, he said.

The tourism division, which accounted for turnover of DM1.2bn last year, almost a third of group turnover, had a good year in profit terms with a particularly good performance from the Hapag-Lloyd airline because of high seat-load factors.

Mr Kruse predicted that current year figures would be ahead of the 1991 result. Other activities - 10 per cent of group turnover - "made good progress".

Total revenues rose 6 per cent to DM3.7bn and operating profit and other income rose DM60m to DM546m last year.

**Lufthansa losses continue in first quarter**

By Andrew Fisher in Frankfurt

**LUFTHANSA**, the German airline, made a loss in the first quarter, continuing the poor financial trend which caused it to lose around DM400m (\$250m) in 1991.

The company, which will give full details of its performance at its annual press conference on Thursday, declined to give the size of the loss or to comment on reports that this was also around DM400m.

Last year, the airline made a loss of DM475m in the first quarter, which was affected by the impact of the Gulf war. It recovered in the next two quarters but ended up with a loss for the full year, since the final quarter suffered from the weak state of the world economy.

Mr Jürgen Weber, chief executive, has said several times that the airline, which is 52 per cent state-owned, will have to take drastic action to improve its efficiency and cut costs. This will include shedding staff, improving the marketing effort, taking more aircraft out of service, and not taking delivery of some aircraft for which firm orders were due to be placed next year.

**OFFICIAL ANNOUNCEMENT OF THE ANNUAL AND EXTRAORDINARY SHAREHOLDERS' MEETINGS ON JUNE 2, 1992**

The shareholders of TOTAL are hereby invited to attend the General Meetings to be held on Tuesday, 2 June 1992, at CNIT La Défense Goethe Amphitheater, 2 Place de la Défense, 92053 Paris La Défense, France.

The Annual General Meeting will commence at 10.30 a.m. and will be followed by an Extraordinary General Meeting.

In the event that a quorum is not reached at the Extraordinary General Meeting of June 2, 1992, the meeting will be called again with the same agenda on Wednesday, June 10, 1992, at 10.00 a.m. at the Company's head office, Tour TOTAL, 24 Cours Mirabeau, 92800 Puteaux, France.

**A. Ordinary General Meeting**

The Agenda of the Ordinary General Meeting will be as follows:

1. Report of the Board of Directors and Auditors' report on the transactions and accounts for the year ended December 31, 1991.

2. Approval of these reports, the accounts and the balance sheet at December 31, 1991.

3. Appropriation of net income and determination of the dividend.

4. Report of the Auditors on the agreements covered by Article 101 of the French Companies Act of July 24, 1966

5. Additional allocation to paid-in surplus in the balance sheet, following the 1991 merger of OFP-Omnium Financier de Paris with TOTAL.

6. Authorization to be given to the Board of Directors to trade in the Company's shares on the Stock Market in order to stabilize the price.

7. Determination of the redemption price of class "A" shares, to be applicable up to the date of the next Annual General Meeting, in accordance with Article 11 of the By-laws.

8. Authorization to be given to the Board of Directors to issue loan stock, including perpetual subordinated notes, in any currency, up to a maximum nominal amount of FFr5 billion.

9. Appointment of the Statutory Auditors and alternate Auditors

10. Appointment of Directors

**B. Extraordinary General Meeting**

The Agenda of the Extraordinary General Meeting will be as follows:

1. Report of the Board of Directors and Auditors' report on the resolutions presented to the General Meeting involving the waiver of shareholders' pre-emptive subscription rights.

2. Decisions concerning the renewal of authorization given to the Board of Directors at previous meetings to increase the Company's long-term capital, which either expire in June 1992 or are no longer appropriate due to the change in the number of shares making up the Company's capital stock, as follows:

a) Two-year authorization to:

i) Increase the capital by a maximum of FF3 billion through the issue of new shares, with or without warrants;

ii) Issue compound securities for a maximum of FF15 billion, giving holders the subsequent right to subscribe to shares or equity certificates.

Subject to the condition that the aggregate amount by which the capital may be increased as a result of the issues provided for in a) and b) above may not exceed FF5 billion. Waiver of shareholders' pre-emptive right to subscribe to the shares to be issued by virtue of a) and b) by the Board of Directors having the right to set aside a fixed period during which existing shareholders may subscribe to such securities on a priority basis.

b) One-year authorization to issue warrants exercisable for new shares; limitation on the aggregate nominal

value of shares which may be issued through the exercise of warrants to FF1 billion; waiver of shareholders' pre-emptive right to subscribe to such warrants, the Board of Directors having the right to set aside a fixed period during which existing shareholders may subscribe to such securities on a priority basis.

2.3 Authorization to issue warrants exercisable for new shares, with pre-emptive subscription rights for existing shareholders; limitation of the aggregate nominal value of shares which may be issued through the exercise of warrants to FF1 billion.

Applications for the inclusion of proposed resolutions on the Agenda of either Meeting, presented by shareholders fulfilling the legal requirements, should be sent to the Company within ten days from the date of publication of this notice, by registered letter with acknowledgement of receipt.

All shareholders are entitled to participate in these General Meetings, whatever the number of shares held, or to be represented at the Meeting by another shareholder or an officer of the Meeting, or by their spouse, or to cast postal votes.

In order to participate in or be represented at the Meetings:

a) Holders of registered shares must have the shares registered in their names at least five days prior to the date of the Meetings

b) Holders of bearer shares should, at least five days prior to the date of the meeting, provide evidence that the shares are being held in a blocked account, in the form of a certificate issued by the financial intermediary holding the record of the acquisition. Such certificate should be sent to Banque PARIBAS, Service des Assemblées, 3 rue d'Antin, 75002 Paris. The shares may not be released for possible sale until after the date of the last Meeting at which the quorum requirement is met.

Forms of proxy and postal voting forms, together with entry cards, may be obtained on request from Banque PARIBAS.

As required by law, shareholders are reminded that:





Issue of up to  
£125,000,000

Floating Rate Notes due 1994

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 7th August, 1992 has been fixed at 10.2875% per annum. The interest accruing for such three month period will be £129.30 per £1,000 Bearer Note, and £2,585.95 per £100,000 Bearer Note, on 7th August, 1992 against presentation of Coupon No. 11.



London Branch Agent Bank

7th May, 1992

Town & Country Building Society ("Town & Country")

£125,000,000

Floating Rate Notes due 1994 (the "Notes")

NOTICE IS HEREBY GIVEN to the holders of the Notes that, pursuant to an Instrument of Transfer of Engagements dated 18th February, 1992 made between Town & Country and Woolwich Building Society ("Woolwich"), Town & Country has with effect on and from 1st April, 1992 transferred all its property, rights and liabilities to Woolwich.

Accordingly Woolwich is now the principal debtor under the Trust Deed constituting the Notes, the Notes and the interest coupons appertaining thereto.

7th May, 1992

## INTERNATIONAL COMPANIES AND CAPITAL MARKETS

### Liffe to launch Eurolire futures contract today

By Simon London

LIFFE, the London futures and options exchange, will today launch the first futures contract on Eurolire interest rates, hoping to harness the rapid growth of the international money market in the Italian currency.

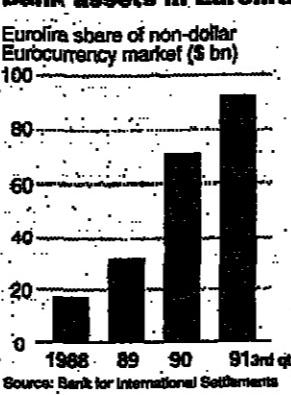
The new contract is similar in design to Liffe's existing three-month futures on the dollar, sterling, Ecu, Swiss franc and D-Mark interest rates.

Each contact is valued at £1,000m (\$800,000) with eleven firms acting as designated brokers, undertaking to quote a price. The firms are not obliged to make a market, but Liffe said that the designated broker system would contribute to liquidity.

According to Bank for International Settlements figures, Eurolire deposits - lire deposits held outside Italy - grew from around \$30bn equivalent in 1988 to \$100bn last year.

The growth of the deposits market has spurred the development of money market instruments such as swaps, forward foreign exchange con-

#### Bank assets in Eurolira



Source: Bank for International Settlements

tracts and forward rate agreements. Earlier this year the Italian government raised a 30 per cent withholding tax on interbank deposits, and this has increased cash trading volume and narrowed dealing spreads.

Eurolire interest rates are volatile compared with most other big trading currencies. Liffe hopes this will stimulate demand for the new contract. Until now, financial institutions have bought tailored, over-the-counter derivative

financial products rather than exchange-traded contracts to hedge lire exposures.

Mr Roger Barton, business development director at Liffe, said the exchange did not have a target for turnover of the new contract. However, he said Liffe would be happy with a turnover of 3,000 to 5,000 contracts a day.

The cost of developing the new contract was relatively low since the specifications are close to existing interest rate futures.

Last week Liffe suspended its future on the FTSE Eurotrack index of 100 leading European equities because the contract had an average daily volume of only 13 contracts.

• Liffe last week completed an oversubscribed rights issue designed to promote the trading of the Eurolire and other short-dated interest rate contracts. The new "B" shares grant holders the right to trade all but the exchange's most popular contracts. This should make them less expensive than existing shares, and so encourage traders to start dealing in the exchange's new contracts.

**Poland offers bonds to foreign investors**

By Christopher Bobinski in Warsaw

A POLISH government bond issue is for the first time to be available to foreign investors. The bonds, maturing after three years, go on sale on August 3.

Interest will be linked to the yield on three-month Polish treasury bills plus 10 per cent. This would mean 51 per cent compared to the expected year-end inflation rate of 45 per cent.

Officials said foreign investors would be able to repatriate their earnings although final regulations providing for this have yet to be signed.

Interest on the bonds is to be paid quarterly and they are to be traded on Warsaw's computerised stock exchange.

The total value of the three-year bond issue is 7,000bn zlotys (£512m).

This issue is to be accompanied by one-year bonds, available only to Poles and linked to inflation plus 5 per cent. This issue, on sale on June 1, has a value of 8,000bn zlotys.

The two issues are designed to finance partially Poland's budget deficit which is expected to reach 66,500bn zlotys this year.

and does not signal a change of approach to raising funds.

The official borrower is Abacus (Number One), a Cayman Islands special purpose vehicle. Abacus is raising a five-year senior secured loan, where the \$500m principal amount is fully collateralised by a five-year zero-coupon bond issued by a triple-A rated OECD sovereign or institutional entity.

Citibank said it had structured the transaction so that Abacus's interest payment obligations would be serviced by interest payments from a separate loan between Citibank and IBM France.

The interest margin on the loan is 3.75 basis points over the London interbank offered rate (Libor). Fees range from 30 basis points for senior management lending £40m to 12.5 basis points for participations of £10m.

IBM said the financing was not related to the company's pledge to make a \$100m equity investment in Groupe Bull, the French state-owned computer maker.

Citibank expected the financing to be completed by the end of May.

### IBM seeks \$500m in five-year deal

By Sara Webb in London and Louise Kehoe in San Francisco

INTERNATIONAL Business Machines (IBM), the large computer group, is seeking a \$500m, five-year loan from European banks.

The company said the complex structured deal, which was being arranged by Citibank using a Cayman Islands corporation, would be used "to finance operations and for some customer financing".

The money was being raised by IBM France, and the sophisticated financing arrangement was "designed to ensure that IBM gets the lowest possible cost of funds", the company said.

IBM's long-term debt rating was downgraded in March by Moody's Investors Service, a leading credit rating agency, from Aaa to Aa2, S&P, another rating agency, has kept its top AAA rating for IBM, but has had the company on "negative outlook" since last August.

However, IBM claims the complex method of financing is not related to Moody's downgrading of IBM's credit rating.

The two issues are designed to finance partially Poland's budget deficit which is expected to reach 66,500bn zlotys this year.

### Atlas Copco raises profits to SKr292m

By Robert Taylor in Stockholm

By Emiko Terazawa in Tokyo

HOARE GOVETT Japan, the London-based broker, is to give up its securities licence in Tokyo following the completion of negotiations with Hoare Govett Europe and ABN Amro Bank, which is buying Amerikaner's share in Hoare Govett.

Hoare Govett Japan's foreign equity operations will be transferred to the Japanese securities arm of ABN Amro Bank, whose head office is in Amsterdam, after the deal is finalised at the end of this month.

Hoare Govett withdrew its Japanese equity operations earlier this year.

this year so long as there was no further decline in business conditions.

However, the company warned that its order bookings remained weak during the first quarter, although the order trend had levelled out.

The most successful area of activity was in the construction and mining technique division with an operating profit after depreciation increased 33 per cent against the same period of 1991 to SKr72m, compared with a SKr58m loss in the first three months of last year.

However, there was a slide in operating profit after depreciation in the industrial technique division to SKr66m from SKr76m.

In compressors the company's operating profits after depreciation fell slightly to SKr26m from SKr26m.

### S&P affirms Swiss banks' top rating

By Tom Burns in Majorca

STANDARD & POOR'S, the US credit rating agency yesterday affirmed the top triple-A credit ratings of the big three Swiss banks, contradicting the opinion of Moody's Investors Service, its biggest competitor.

Earlier this year, Moody's

Seat successfully saw the opportunity of the new unified Germany," said Mr Eberhard Muller, the group's finance director.

Later this year, Volkswagen will switch all manufacturing of its Polo car to Seat's plant in Pamplona, where production will be increased to 1,200 units a day, double the number at the beginning of last year.

Exports overall were up by 18.8 per cent to 438,000 units against an 8.4 per cent drop to 18,000 units in the domestic market. Income from sales increased by 16.8 per cent to Ptas57.7bn for the first time in Seat's history income from exports overtook the revenue from exports.

The Seat group doubled its investment last year to Ptas120bn, Ptas16bn of which was spent on a new plant near Barcelona which will enter full production, building Seat's new Toledo model, early next year.

Standard & Poor's said the top long-term credit ratings of Union Bank of Switzerland, Credit Suisse and Swiss Bank Corporation would be maintained in spite of an increase in loan losses and a decline in profitability.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard & Poor's said that the strong performance of all three banks was "in marked contrast" to the general deterioration of bank credit quality.

Earlier this year, Moody's

downgraded Credit Suisse to Aa1 and has placed SBC under review for possible downgrade.

Standard



## COMPANY NEWS: UK

## Parliament may have the power to block merger of banking assets MPs could hold the whip hand

By David Owen

MEMBERS OF Parliament may have the power to block the merger of Lloyds Bank and Midland's banking assets if Britain's third largest clearing bank wins the battle for its rival.

Such a move, which could only occur after a Lloyds victory, would potentially undermine the commercial logic of the tie-up by limiting Lloyds' ability to improve the efficiency of a joint network.

Lloyds is competing with Hongkong and Shanghai Banking Corporation to take over its fellow clearer, which was once the world's largest bank.

The opportunity for MPs to intervene arises because of the need for an Act of parliament to transfer assets and liabilities from one bank to another.

Lloyds referred to this last month when it said that "the transfer of Midland Bank's assets and liabilities to Lloyds Bank would require an Act of parliament." The bank would expect this to take place in 1993, "thereafter all Midland Bank branch banking activities would be conducted under



Lloyds Bank's name." The normal procedure for obtaining the Act would involve lodging a petition with the House of Commons on or before November 27, giving the private bill the chance to be processed in that parliamentary session.

It is quite common for private bills - which have historically been used chiefly to clear the way for the construction or extension of railway lines - to pass through the House unopposed and hence undebated.

Hongkong Bank argues that

current concerns about the possible impact of a Lloyds-Midland merger on competition and employment levels in the banking sector are so pronounced that some MPs may decide to attempt to block the bill's passage. Even if they do not, if suggests, a referral of the Lloyds offer to the Monopolies and Mergers Commission would make it difficult for its rival to get its bill into the next parliamentary timetable. This could delay the lodging of a petition until November 1993 and the measure's enactment until July 1994 or later.

A little-used mechanism exists for the late lodging of petitions but express permission from the parliamentary authorities is needed.

Parliamentary officers state that in recent years fewer private bills have completed their passage through Westminster in a single session than formerly for a variety of reasons.

Bills for which petitions were lodged in November 1990, just four had received their assent by the end of the parliamentary year in 1991 against 19 which had not.

Hongkong does not expect its own proposals to require the passage of a private bill because it intends to run Midland as a discrete entity. Mr Bernard Asher, a Hongkong Bank executive director, disclosed last week that the bank would nonetheless make cuts in Midland's 1,900-strong branch network and in its treasury operations.

Lloyds' advisers think it unlikely that MPs would seek to impede the private bill's progress because the takeover to which it relates would by then have received the authorities' blessing and because of the additional uncertainty for Midland account-holders such a course of action would provoke.

They do not anticipate that the time a bill would take to pass would present a problem because Lloyds would not wish to effect the transfer of assets immediately following a takeover. "The timetables tend to mesh," said one adviser.

Senior executives of both Midland suitors will have meetings with Conservative backbenchers later this week.

## Bifu welcomes jobs assurance from Hongkong Bank

By Catherine Milton,  
Labour Staff

BIFU, the banking union, yesterday welcomed indications from Hongkong and Shanghai Banking Corporation that most jobs would be safe if it acquired Midland Bank.

In a letter to Mr Leif Mills, Bifu general secretary, Hongkong Bank said its primary rationale for the acquisition was growth rather than cost cutting.

Bifu opposes the rival bid from Lloyds Bank on the grounds that 30,000 jobs would be shed after the takeover and 1,100 branches would close.

The letter adds: "It is not our intention to supplant Midland management." It says the two banks do not offer overlapping services and confirms Midland

would retain its name and identity in a merger with Hongkong Bank.

Mr Mills, speaking to the union's annual conference in Bournemouth, said: "This confirms the continued existence of Midland Bank and gives reassurance to staff."

"It is in stark contrast with the brutality of the Lloyds position."

Many delegates from both Lloyds and Midland spoke in support of an emergency motion condemning Lloyds' bid. Delegates expressed fear of victimisation of those who spoke out and said morale among staff in both banks was low.

Mr Mills has agreed to attend top level meetings at both Hongkong Bank and Lloyds this Thursday.



Leif Mills: meetings with Hongkong and Lloyds banks

Società Italiana per l'Esercizio  
delle Telecomunicazioni p.c.

Registered Office in Turin  
Share Capital L. 5,499,832,867,000 fully paid  
Registered at the Court of Turin N. 131/17 Register of Companies  
Fiscal Code N. 0058000013

### SHAREHOLDERS' ORDINARY AND EXTRAORDINARY GENERAL MEETING HELD ON 30 APRIL, 1992

The first calling of the Company's ordinary and extraordinary general meeting of shareholders was held in Turin on 30 April, 1992, under the chairmanship of Dott. Ernesto Pascale.

In the ordinary part, the meeting approved the report of the Board of Directors and of Statutory Auditors as well as the social report at 31/12/91 (certificate of the Arthur Andersen & Co. s.a.s. auditing company). In the asset and liability statement the revaluation of the company's assets according to law n. 413/1991 - which emphasized an increase in material fixed assets of L. 1,020 billions and a revaluation reserve of L. 857,1 billions - was implemented. The results of the profit and loss account were positive: after the depreciation destination of the material fixed assets of L. 6,426 billions and the allocation of the tax requirements, there was a leftover net earning of L. 486,4 billions. The net earnings have been assigned - after the deduction of L. 24,3 billions for the legal fund - for the allocation of the dividend, in the following measure:

- for ordinary shares - 7,5% on the nominal value of L. 1,000, i.e. L. 75 per share
- for savings shares - 9,5% on the nominal value of L. 1,000, i.e. L. 95 per share

The leftover L. 26,2 billion have been assigned to the reinvestment fund for Southern Italy.

In the extraordinary part, the meeting resolved the following:

- to issue bonds at a variable rate, with a special series available, reserved to working and retired personnel, up to L. 1,000 billions and for the maximum duration of 17 years and 10 months, from 1/9/1992 to 1/7/2010.
- to attribute to the Company's Board of Directors, for a five-year period from the date of the meeting's resolution, the permission to issue bonds, in one or more times, according to Civil Code article n. 2420 ter, up to a maximum amount that will not exceed the limit described in the 1st paragraph of Civil Code article n. 2410, upon alteration of article n. 9 of the Articles of Association.

The Company submitted to the monetary authorities their requests for the necessary authorizations which are in the process of being obtained.

The issuing of bonds will follow the publication of the relative informative statement edited according to the legal and CONSOB instructions.

The Board of Directors, gathered successively on the same day, appointed Ernesto Pascale as President of the Company, Mauro Antonetti and Vito Scatena as Vice Presidents; Vito Gamberale and Antonio Zappi as Managing Directors; Francesco Righetti the Board of Directors Secretary.

### DIVIDEND PAYMENT FOR THE 1991 FISCAL YEAR

In pursuance of the meeting's resolutions, the dividend of the 1991 fiscal year, for the gross amount previously indicated before the deduction of the legal withholdings, is in payment starting 18 May 1992 at the Company's cash desks in Turin (Via San Dalmazzo n. 15) or in Rome (Via Flaminia n. 189), at the authorized offices listed in the notice of meeting, as well as at Monte Titoli S.p.A. for the self-administered shares. Payment will take place, both for ordinary and savings shares, after the deposit of coupon n. 4.

### NOTICE TO "SIP 1991-1994" WARRANT HOLDERS

Notice is hereby given to "SIP 1991-1994" warrant holders that, on the day following the dividend payment starting date, the aforementioned warrant exercise petition, temporarily suspended as per the last paragraph of the relative regulations of article n. 2, can once again be submitted.

This notice is to be published according to what is provided for in the CONSOB resolution n. 5553 dated 14 November 1991.

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

\*\*\*

## Windsor back in the black with £102,000

By Richard Lapper

WINDSOR, the specialist sports and leisure industries insurance broker, has returned to the black following an internal reorganisation.

The group recorded pre-tax profits of £102,000 for the six months to March 31, against losses of £575,000 last year.

Operating income fell to £3.21m (£3.2m), largely reflecting the impact of the sale last November of Bishopscourt Financial.

Earnings per share of 6.31p compared with losses of 1.15p.

Overall, the group generated about 20 per cent of its income from sports insurances, of which about a tenth is earned in the US.

Mr Mike Eagles, chief executive, identified various types of price indemnity insurance - technically known as contingency policies - as attractive growth areas.

These policies cover the cost of paying bonuses to successful players or teams or prizes to winners of competitions designed to promote particular sports events, such as grand prix or golf tournaments.

Windsor has recently broadened its base away from traditional property and liability insurances for the UK's football league clubs to develop its business in golf, motor racing, snooker, tennis and boxing.

It also specialises in leisure industries sectors such as advertising agencies, commercial radio, restaurants and hotels, which contribute between 25 and 27 per cent of its income. It also places insurance in the London market on behalf of retail brokers specialising in high risk areas such as demolition contracting and asbestos removal.

### Correction SmithKline AGM

SmithKline Beecham's AGM will be held at 3pm tomorrow in the Queen Elizabeth 11 Centre, Broad Sanctuary, Westminster, not at 11.30am as reported in yesterday's Week Ahead column.

## Rumours of Sorrell's departure denied

Refinancing appears to offer best hope for WPP, reports Gary Mead

**T**HE IDEA that WPP's banks are seeking the removal of Mr Martin Sorrell, chief executive, as part of the price for agreeing a new financing package for the £1bn-indebted international marketing services group, was roundly denied yesterday.

Mr Paul Judge, a recently-appointed non-executive member of WPP's board and chairman of Food From Britain, the British trade support body, said yesterday: "I have heard no suggestion from the banks that Mr Sorrell should change his role."

He added that the role of chairman and chief executive would not be merged, though it was becoming increasingly likely that Mr David Ogilvy, WPP chairman, now 61, would probably retire soon.

Mr Rupert Faure Walker of Samuel Montagu, WPP's advisers in its bank negotiations, said: "I have seen only total support for Mr Sorrell, both among the banks and within the operating companies. There is no intention of any of the banks to see a change of chief executive."

On Friday evening WPP announced that the co-ordinating committee - Bankers' Trust, Barclays, Citibank and JI Morgan - of its 28 member banking syndicate, had agreed in principle to a rights issue, the proceeds of which would be used to reduce the group's debt.

Under the terms of the proposal, which must now be put to the syndicate and existing shareholders, the banks could end up owning slightly more than 50 per cent of the group's equity. The £1bn debt could be reduced by as much as 25



Still smiling: David Ogilvy, left, and Martin Sorrell

per cent.

The latest refinancing package follows a £1bn (£558m) restructuring package completed in April 1991, which saw WPP incurring a success fee of slightly more than £10m payable to its banks. The latest package will cost the company a similar amount.

WPP has to repay or refinance £400m of its debt by June 1993 and repay the remaining £60m four years later. It is unable to offer any dividend payments at least until June 1993.

By coming up with a new measure to keep WPP going, the banks appear to have decided that other options, such as forcing disposals, would not have produced a satisfactory return.

In March WPP stated its intention to sell Scali McCabe Sloves, a US agency, as well as some market research subsidiaries. Mr Sorrell said at the

board needs a new senior executive presence to act as a counter-weight to him.

Analysts also believed that there was a good chance of the rights proposal being backed by the banking syndicate. Mr Richard Dale of Smith New Court said: "The steering committee will not have gone this far without feeling there is a good chance of it going through with the rest of the banks."

If the new proposal does get the full syndicate backing, then it is unlikely that shareholders will resist it. By the end of June, Mr Sorrell and WPP will probably have bought more breathing space.

However, given that most estimates for increased advertising spending are still very low - perhaps an increase of 2 per cent throughout the world this year - WPP may still have to cut costs further, before the drama is played out.

### Receivership for Betta Stores

By John Thornhill

BETTA STORES, the privately-owned Hampshire-based grocery chain, has gone into receivership just two years after it was formed through the purchase of 51 stores from Budgens. About 850 jobs are at risk.

The company, which currently runs 47 neighbourhood stores in southern England, said there was a "combination

of reasons" for its collapse but blamed the recession as the biggest contributory factor.

In March 1990, Betta Stores, headed by Mr Tony Sanderson, a former chief executive of Circle K, paid Budgens £10.5m in cash and £2m in stock in consideration for the stores. But Budgens provided a secured subordinated £2m loan to Betta Stores - repayable by 1994 - and struck a two-year supply deal with the company.

### COMPANY NEWS IN BRIEF

**RADIOTRUST:** net asset value at January 31 50.2p (£7.2p); pre-tax loss for year to end-January £46,927 (£64,067); losses per share 0.3p (0.89p).

**STRATEGEM:** has agreed to sell Visitrone, Visicord and related assets which are engaged in computer software systems, stationery and related products for the motor trade to Kalamazoo Computer. Initial consideration is £450,000. The fall in NAV reflected a write-down in the valuation of unlisted investments.

## Ensign takeover results in restructuring

By Philip Coggan,  
Personal Finance Editor

**I**VOY & SIME and the Merchant Navy Officer's Pension Fund have entered into a complex restructuring deal, following the takeover of Ensign Trust.

MNOFF has bought out the minority shareholding in Ensign, an investment trust managed by Ivory & Sime. The management contract for Ivory & Sime had three years to run.

The quoted element of Ensign's portfolio is being transferred to other managers but the unquoted element of about 25m will continue to be managed by Ivory & Sime.

MNOFF is buying out the old management contract at a cost of £2m. Ivory & Sime will henceforth manage the unquoted funds for £100m per year. In addition, Ivory & Sime will manage a smaller companies fund on behalf of MNOFF. The initial capital of this fund will be £12m, but it is expected to rise to £40m.

Meanwhile, Ivory & Sime will buy in 7.2 per cent of its shares, currently owned by Ensign. This will be done at a cost of £2.4m - effectively using up the proceeds of the contract pay-off - and will enhance earnings per share. Ensign's stake in Ivory & Sime will fall to 18.5 per cent.

## Acquisition behind growth to £3.37m at Huntingdon

A STRONG performance from Travers Morgan, the international consultants acquired for £9m in November, helped Huntingdon International Holdings, the life sciences and engineering services group, show an improved performance for the second quarter to March 31.

Pre-tax profits were up by 3 per cent to £3.37m (£2.2m) as Travers Morgan was further integrated, boosting sales and improving profit margins.

Turnover, net of subcon-

## Aberdeen Trust up by 77% to £1.04m

By James Buxton,  
Scottish Correspondent

**A**BERDEEN TRUST, the fund management company, yesterday reported pre-tax profits up 77 per cent, from £584,000 to £1.04m, for the half year to March 31.

The improvement, however, reflected the elimination of exceptional costs. Operating profits dipped from £1.2m to £1.04m.

Earnings per share were 0.79p (0.75p); the interim dividend is unchanged at 1p.

Mr George Robb, chairman, said that Cheval Investment

Management, which manages fixed interest funds for clients of Lloyd's of London, increased funds under management by £76m to £400m, as Lloyd's acquired new clients.

Funds under group management were £1.1bn at the period end, compared with £75m on September 30 1991.

Unlike most Scottish fund management groups which prefer to centralise their fund management function, Aberdeen yesterday opened an office in Singapore to manage funds in south-east Asian companies and assist marketing to clients in the region.

## GKN sells Australian scaffolding operation

By Richard Gourlay

**G**KN, the UK engineering and automotive components group, yesterday announced it had sold its scaffolding business in Australia for A\$45m (£20.5m) after an unsolicited approach from a locally quoted group.

The UK group has also swapped some of its loss-making Australian plant rentals branches for mobile lift equipment with Kennards Rentals of Australia, in a deal involving no cash.

"We have taken two useful steps to improve the prospects in the Australian construction market," GKN said. The con-

struction market was "in dire straits" and there were few signs of improvement. GKN Kwikform, the Australian subsidiary, would still be losing money after the reorganisation.

Waco International, the buyer which is already in the scaffolding business, will pay GKN A\$33m immediately and the balance over five years. GKN's scaffolding division had sales of A\$35 in 1991 and suffered a small trading loss.

GKN Kwikform will be left with three divisions: the slimmed-down plant rentals business; light access equipment; and temporary accommodation units.

## Whyte & Mackay expected to renew Invergordon bid

The city now firmly expects Whyte & Mackay, the UK drinks subsidiary of American Brands, to renew its bid later this year for Invergordon Distillers, the independent Scotch whisky company, writes Philip Rawstorne.

Invergordon's shares, which have risen sharply in recent weeks, closed yesterday at 330p - 55p above W&M's final, unsuccessful offer last October.

W&M, which holds a 41.3 per cent stake, made its presence felt at the distiller's annual meeting last week.

**AUSTRALIAN MUTUAL PROVIDENT SOCIETY**  
ABRN 008 387 371 • Established in 1849 • Incorporated in NSW.  
MEMBERS' LIABILITY LIMITED.

**BALLOT OF MEMBERS:  
DECLARATION OF RESULT**

At the AMP's General Meeting on 29 April 1992 the following Special Resolutions were put to Members and a ballot was called for on each:

**RESOLUTION 1-** That the By-laws Part 1 be amended by replacing references to the former Companies (New South Wales) Code with references to the Corporations Law.

**RESOLUTION 2-** That the By-laws Part 2 be amended in the manner set out in the Notice of Meeting.

The Auditors have advised that, following the counting of votes and entitlements, both the special resolutions have been passed.

Pursuant to By-law 14.6, I now formally declare both Resolutions carried. Supplies of the amended By-laws will now be printed, and a copy will be supplied to any person who applies in writing to the Secretary at the address below, once copies become available from the printers.

Australian Mutual Provident Society  
AMP Building  
SYDNEY NSW 2000  
AUSTRALIA

Sir James Balderstone, AC  
Chairman  
8 May 1992

E2402

**GROUPE AXA (mutual Societies + Public Companies)**  
Premiums are up 11%

Despite a difficult global insurance environment in 1991, Group AXA's sales on a comparable basis have grown by 11%.

(in billion FF)	1990	1991	%
<b>GROUPE AXA (mutual + public Companies)</b>	<b>56.8</b>	<b>62.8</b>	<b>+11</b>
Insurance premiums	Non Life	27.3	+ 6
	Life	21.3	+ 16
	Reinsurance	4.9	+ 20
	Financial Services	9.3	+ 8

Growth during 1991 resulted principally from non-French activities and from reinsurance, where premiums increased by 22%. AXA Equity & Law has performed very well in 1991, with sales increased by 40%.

### AXA S.A. (CONSOLIDATED RESULTS)

(in billion FF)	1990	1991	%
<b>AXA S.A.</b>	<b>48.0</b>	<b>54.3</b>	<b>+13</b>
Insurance premiums	Non Life	20.8	+ 6
	Life	19.0	+ 21
	Reinsurance	5.2	+ 27
	Financial Services	9.3	+ 8
<b>AXA S.A. (in billion FF)</b>	<b>3.65</b>	<b>2.75</b>	<b>-25</b>
Net Earnings	3.35	2.40	-28

Earnings declined by FF 900 million in comparison with 1990. This reduction resulted from three main factors: Reduced capital gains at the holding Company level; Lower results for certain Companies whose earnings are partially consolidated, more specifically Paribas and Sepa; Declining results in commercial leasing activities of the CECICO group and increased reserves in these companies to provide for a rise in legal action. The Reserving policy for all insurance members of the Group remains conservative.

### AXA S.A.'s CORPORATE RESULTS AND DIVIDENDS FOR THE FINANCIAL YEAR

On April 22, the Board of Directors chaired by Claude Bebear, closed the accounts for the financial year ending December 31, 1991. These accounts will be submitted for approval to the Ordinary General Assembly, on June 10, 1992.

- AXA S.A. net profits total FF 2.3 billion and cannot be directly compared with the previous financial year which extended over only 4 months.
- The Board proposed a net dividend of FF 22 per share along with a tax credit of FF 11. The record date for this dividend will be June 11, and it will be paid on July 17, 1992.
- As was the case for the 1989/1990 financial year, the Board proposes the payment of dividends in the form of stock.
- Given the distribution of one free share for ten old shares in 1991, the growth rate in terms of distribution per share is 15%. Total distribution is up 20% compared with last year.

**ATLANTIS SICAV**  
20, Boulevard Emmanuel Servais  
L-2533 Luxembourg

**AVIS AUX ACTIONNAIRES**

Montez les actionnaires sont convocés pour le présent avis à  
L'ASSEMBLEE GENERALE ORDINAIRE DES ACTIONNAIRES  
qui se tiendra au siège social à Luxembourg le 21 mai 1992 à 14h30, avec  
le droit de voter par procuration.

**ORDRE DU JOUR:**

1. Rapport du conseil d'administration;
2. Rapport du réviseur des comptes au 31 décembre 1991;
3. Adoption des rapports de l'auditeur et de l'administrateur;
4. Adoption du rapport du conseil d'administration;
5. Démission des administrateurs sortants;
6. Réglement des administrateurs sortants;
7. Divers.

Les résolutions des actionnaires lors de l'Assemblée Générale Ordinaire seront votées à une majorité simple des actionnaires présents et votants.

Chaque action a un droit de vote.

Tout actionnaire peut voter par procuration.

Pour la procuration: **AGENCE DE ROTHSCHILD LUXEMBOURG**  
20, Boulevard Emmanuel Servais  
L-2533 Luxembourg

**LEGAL NOTICES**

**CONSOLIDATED INSURANCE GROUP LIMITED (No. 1876149)**  
Permit to Section 175 of the Companies Act 1985 Consolidated Insurance Group Limited  
("the Company") is given under the powers contained in section 175 of the Companies Act 1985.  
(a) the Company has approved a payment out of capital for the purpose of acquiring 4,800,000 of its own 10% Cumulative Redeemable Preference Shares (the "shares") at a price of £1.00 per share;  
(

## COMPANY NEWS: UK

## Elswick edges ahead to £2.25m

By Jane Fuller

ELSWICK, which is focusing on print and packaging after divesting from bicycles, slightly improved pre-tax profit last year, but was unable to pay a final dividend because of below-the-line losses.

The pre-tax figure went up to £2.05m (£2.22m) on sales of £59.9m (£58.2m) in the year to January 31. A small decline in operating profit to £3.29m (£3.4m) was offset by reduced interest payments of £1.03m (£1.17m).

In December the group sold Falcon Cycles, ending more than 100 years of involvement in the bicycle industry. Operating losses as well as the deficit on the disposal were included in extraordinary charges. The £3.6m total also took in the cost of closing a US domestic lawnmower business.

After a £2.15m drain on reserves, the group was left with a deficit on its profit and loss account, preventing a final dividend from being paid.

Mr Bill Cross, chairman, said this was a "technical glitch". The share premium account would be used to eliminate the deficit and dividend payments should resume with this year's interim.

The core print and packaging division, involving self-adhesive labels, garment labels and foil, made an operating profit of £2.6m (£2.61m) on sales of £25m (£24.3m). Mr David Cross, chief executive and son of the chairman, said about £16.5m had been spent between 1987 and 1990 on acquisitions to establish the division. Capital spending amounted to more than £13m in the past five years and a further £2.8m was scheduled for this year.

### Inquiry into ICI and Du Pont deal

By Andrew Hill in Brussels

The European Commission has opened a one-month preliminary inquiry into the agreement between Imperial Chemical Industries and Du Pont of the US to swap their nylon and acrylics businesses.

Such inquiries are triggered automatically if the merger crosses EC thresholds on

## Parkland sees better margins as losses are cut

By Peter Pearce

MR DENIS Greenwood, chairman of Parkland Textile (Holdings), said that the woolen yarn, worsted cloth and clothing manufacturer was coming out of recession and that in the current year he expected to see a rise in turnover and improved margins.

The group reduced pre-tax losses from £3.6m to £2.17m in the year to February 28. Losses in the second half were cut to £796,000 from the £1.37m incurred in the first six months.

However, stripping out last year's £2.11m exceptional charges and increased interest this time of £957,000 (£351,000), left full-year trading losses fractionally up at £1.31m (£1.41m). Turnover slipped to £49.4m (£50.7m).

Despite the completion of most of the capital expenditure programme, the interest bill did rise after what Mr Greenwood said he hoped would be the last significant payments.

He said that wool prices had slowly risen in the past four months after the decline in 1991, thereby stabilising the market, but he added that, in the period under review, margins had been "poor", with the core Parkland Textile weaving business the weakest performer in the group.

Knoll Spinning was now showing signs of improvement, Mr Greenwood said, and Yorkshire Yarn Dyeing had a "satisfactory" year in the context of the depressed industry. In the garments division, the market remained competitive, though more of the production has been moved abroad, easing margins.

Current orders across all divisions were being taken on much stronger margins, he said. Low demand in the UK and the return of sales in the Middle East to more normal levels led to an increase in exports from 10.4 to 15.2 per cent.

Losses per share were more than halved to 19.9p (43p) and the final dividend is held at 1p for a total of 2p (2.5p).

## Purchasing a tight grip on European hosiery

Peggy Hollinger considers the questions surrounding the rapid growth of Hartstone

M R STEPHEN Barker is a goliath in the world of tights and handbags. When Hartstone publishes its results on Thursday, investors will be keen to learn how this soft-spoken giant's ambitious plans are measuring up.

Pre-tax profits at the acquisitive hosiery and leathergoods group are expected to have leapt from £7.3m to between £11m and £12.5m, while turnover will have more than trebled to about £22.7m.

The dividend should be raised by at least 50 per cent to 4.85p.

The architect of Hartstone's rapid expansion is undoubtedly Mr Barker, the former accountant who picked up his skills under the tutelage of dealmakers such as Mr Michael Ashcroft of ADT and Mr Tony Miller of Albert Fisher, the fruit distributor and processor.

It is perhaps his employment history, and the similar patterns of rapid growth by acquisition, which have contributed to uncertainty about Hartstone. Rumours about trouble bedding down the two European hosiery companies acquired in January and black holes in its US leathergoods operation were among several which gave the share price a rough ride last month.

The price has since more than recovered to finish last night up at 27.9p, while the company dismisses the speculation as completely false.

Nevertheless, analysts say the uncertainty reflected in the volatile share price is something which must be addressed in this week's results. "It is what's going on underneath [at Hartstone] that is difficult to establish," said Mr Alastair Irvine of Smith New Court. "They will have to make sure the numbers are totally clean, so no-one can come back to ask what's going on."



Heavy caseload: Stephen Barker, growth architect

The difficulty lies in Hartstone's rapid transition via three rights issues and more than 30 acquisitions from a full UK hosiery company called Glamour to Europe's third-biggest hosiery group and the world's largest distributor of leather goods.

The UK hosiery and leathergoods side, last year the largest of its businesses by far, now represents 25 per cent of sales.

The purchase of Azmar, Spain's second largest hosiery company, and Cogetex, number two in France, propelled Hartstone into the European big league. Mr Robert Stockis, an independent analyst with the Metropolitan Options publication, is forecasting that these two companies will have contributed about £1.6m in turnover and £1.5m in profits for just two months of 1991-92.

The logic of combining the Spanish and French companies under one roof is such that the original management might be forgiven a twinge of regret upon hearing that Hartstone had negotiated the agreements simultaneously and, not surprisingly, in secret. "Had we known, Hartstone would not be here now," said Mr Michel Urbain, managing director of Cogetex.

In the five months since Hartstone moved in, 20 per cent of Cogetex's finished output has been transferred to Azmar's under-utilised, state-of-the-art factory in Valencia. The Spanish company is supplying 15 per cent of Cogetex's yarn needs, and 20 per cent of the materials for the UK hosiery operation.

Azmar has also introduced Cogetex's Well brand to all leading Spanish supermarkets, as part of Hartstone's drive to create a pan-European brand of tights.

Furthermore, the acquisitions have given Hartstone the

although much smaller, will also find some benefits in Michael Stevens' sourcing powers. Already the US company is selling to Hartstone's UK companies, such as Lancia.

Analysts expect this division, enlarged by some small acquisitions, to show sales of about £44m, up from £38.5m, and profits of about £4.8m, compared with £3.6m.

Mr Barker's integration strategy also offers the promise of benefits across divisions. By the end of the year, he said, the hosiery companies would have introduced the leathergoods products to continental supermarkets and Azmar warehouses would be storing leather products.

But such ambitious plans are a long way away from what company watchers will want to know next week. If Hartstone is to make the psychological transition from small company to large - and quell some of the market uncertainties - it will have to convince fund managers and analysts who have had their fingers burnt by the likes of Albert Fisher.

That means that several longer-term questions will have to be answered. For instance, what happens to an acquisitive company's growth record when new accounting practices begin to hit earnings through above-the-line costs? More importantly, after rationalisation and reorganisation, how much more growth can be extracted from a mature market such as hosiery? Finally, will there have to be a third leg to maintain growth, and if so, what?

Mr Barker makes no secret of his ambition to move into lingerie. Conveniently, Hartstone has taken an option to buy Azmar's lingerie arm, Azmar Industrial. However, European lingerie, dominated by well-established names such as Cacharel, may prove a more difficult market.

## BOARD MEETINGS

Bridgit Water	June 24
Castrol	May 22
Castrol After	May 11
Chester Waterworks	June 1
City Of Oxford Inv Trs	May 13
Dow Corning Electrical	May 15
Finsbury	May 25
North West Water	June 10
Portsmouth Distrn	June 19
Sedgefield	May 10
Smith St Auton	May 18
South West Water	May 22
Tritonco	June 9
Vodafone	June 14
Waterfront Streamlines	June 23
Wessex Water	June 23

## CONTRACTS &amp; TENDERS

## Further and Higher Education Act 1992 Select List of Tenderers

FE College Services is a company limited by guarantee, established by the Colleges of Bradford and Ilkley, Manchester College of Arts and Technology, Salford, Stoke-on-Trent and Tile Hill, Coventry. In order, Inter alia, to facilitate their preparation for incorporation.

It has prepared formal specifications for all the essential systems and services that the Colleges require and has prioritised two key areas for immediate individual tender.

Applications are therefore invited from prospective suppliers for inclusion, in the first instance, on select lists of tenderers for the provision of:

## 1. Payroll Services

Applications should be received by 26th May 1992.

Each member College intends to prepare its own list of tenderers.

The contact people listed below will provide:

- relevant information about each College and its detailed specification;

- details of the form in which your application should be made;

- a timescale for the selection of tenderers and subsequent invitation to tender.

The Colleges expect their tender procedures to be complete by 1st July 1992.

Rev W. Green, Vice-Principal, Bradford & Ilkley Community College, Great Horton Road, Bradford BD7 1AY. Tel: 0274 753010. Fax: 0274 741061.

F. Hardman, Head of Support Services, Manchester College of Arts and Technology, Lower Hardman Street, Manchester M3 3SR. Tel: 061 953 2252 Fax: 061 953 2259.

Ian Griffiths, Head of Resources Agency, Stockport College of Further and Higher Education, Wellington Road South, Stockport, SK1 3UQ. Tel: 061 480 7331. Fax: 061 480 6636.

P.J. Critchley, Deputy Director, Stoke-on-Trent College, Coulton Campus, Stoke Road, Shelton, Stoke-on-Trent ST4 2DG. Tel: 0782 203504.

Kim Punshon, Deputy Principal, Tile Hill College of Further Education, Tile Hill Lane, Tile Hill, Coventry CV4 9SU. Tel: 0203 494200. Fax: 0203 464903.

## LEGAL NOTICES

## Advertisement of Creditors' meeting under Section 49(2) of the Insolvency Act 1986. Registered No 2037029 Registered in England

## PAGE PRINTERS APPLICATIONS PLC

## (IN RECEIVERSHIP)

## NOTICE IS HEREBY GIVEN pursuant to section 49(2) of the Insolvency Act 1986, that a meeting of the creditors of the above named company will be held at:

Coff Gully, 6 Greyfriars Road, Reading, RG1 3JL on 21 May 1992 at 10.30am for the purposes mentioned in section 49(1) of the said Act. A list of the names and addresses of the company's creditors may be inspected at the office of C. Grayfriars, 6 Greyfriars Road, Reading, RG1 3JL, business days prior to the meeting.

Creditors wishing to vote at the meeting must, in person, lodge their proxy at:

6 Greyfriars Road, Reading, RG1 3JL, no later than 12 noon on 21 May 1992.

Dated this 5 May 1992.

By Order of the Board, J.M. Fuller Director

## ART GALLERIES

## MARLBOROUGH 6 ALBEMARLE

Street, London W1. THURSDAY 11 May - 12 June 1992. Mon-Fri 10.30-5.30 Sat 10.30-12.30.

Tel: 071 629 5161.



### The Importance of Marketing Your Annual Report

How do you reach the international investment community with the most important statement your company has to make?

The Financial Times Annual Report Service targets individuals who actively want to know about your company.

- The quality of response is high.
- The feature will provide a quality base for future investor relations activity.

Your annual report can be featured in colour:

- In the Financial Times, Europe's Business Newspaper.
- In les Echos, France's leading financial daily.
- In the Financial Times AND les Echos.

Over 70%\* of professional investors in Europe say that the FT is the most important or useful publication at work, while an insertion in both the Financial Times and les Echos, will deliver 33%\*\* of senior European executives with financial or management responsibilities.

For more information on how to communicate to the global investment market, please contact in London:

Andrew Muir  
071 873 4063

or

Robert Forrester  
071 873 3206

or your usual Financial Times Representative.

Data source: \*The Professional Investment Community Worldwide 1991/92  
\*\*European Business Readership Survey 1991

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER



# WHY WALES IS NOW ON THE CARDS FOR SO MANY BUSINESSES.

In the last two decades more and more major IT companies have discovered that Wales is a good move for business.

It's advantageous in so many ways—not just because of a hard-working, productive and skilled workforce, or the University of Wales' superb R & D expertise.

Not to mention the wealth of property available at such reasonable rates, or even the excellent communications with the rest of the UK and Europe.

But perhaps one of the most attractive of Welsh Advantages is the quality of life—Wales is one of the most agreeable places in the UK to live and bring up a family.

Another bonus is the WDA.

Not only is The Welsh Development Agency ready, willing and extremely able to offer you a wide range of help, advice and services above and beyond those usually offered by other Development Boards, but it also has its own team of IT professionals who understand just what you will need to get from a new location.

Put the Welsh Advantage to the test for yourself. Talk to us, by phone (0222) 666862, by Fax (0222) 668279 or complete and send the coupon.



## THE WELSH ADVANTAGE.

Geoffrey Smith, Welsh Development Agency,  
Pearl House, Greyfriars Road, Cardiff CF1 3XX.

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Company name and address: \_\_\_\_\_

Telephone No: \_\_\_\_\_

Fax No: \_\_\_\_\_

## COMMODITIES AND AGRICULTURE

## Deals likely this year for Indonesia's \$15bn gas field

By William Keeling in Jakarta

**NEGOTIATIONS** FOR the development of the giant Natuna gas field, which would carry Indonesia's liquefied natural gas industry into the next century, should be completed this year, industry officials have said.

The Natuna field has reserves estimated at 45 trillion (million million) cubic feet and is situated north-east of Natuna island in the South China Sea. Eso Indonesia has a 50 per cent interest in the field, with Pertamina, Indonesia's state-owned oil and gas company, holding an equal stake. Development of the field, which would take eight years, is expected to cost about US\$15bn. More than half the cost is accounted for by the heavy platforms and technology required to handle the gas, which has a 70 per cent carbon dioxide content.

Indonesia must bring the field on stream if it is successfully to renegotiate long-term LNG export contracts with Japan, which begin to expire in 1998. The contracts are supplied by the Arun field off North Sumatra but the latter

has insufficient reserves to guarantee further 20 year contracts.

An industry executive close to the negotiations said government officials accepted that an agreement had to be concluded soon for Natuna to come on stream by 1999. They recognise that Indonesia must catch the market whilst it still needs them."

"Pertamina cannot raise the money, and government officials say Pertamina may reduce its share in Natuna to 10 per cent. Whoever takes the 40 per cent will be expected to carry Pertamina's financing obligations," the executive added.

Companies which have shown an interest in taking a stake in Natuna include Nissho Iwai, Mitsui, Mitsubishi and Mobil, the executive said.

Negotiations between Pertamina and Eso include whether to build a new LNG processing plant on Natuna island, or to construct a pipeline and use existing facilities at Lhokseumawe, North Sumatra.

Indonesia is the world's largest producer of LNG with exports in 1990 valued at

US\$4bn. About 85 per cent of exports go to Japan, with other customers including Taiwan and South Korea.

A gas field with reserves of about 4.5 trillion cu ft has been found by Asamara Oil Indonesia off the north coast of Sumatra, industry officials say.

The reserve figures are based upon preliminary geological test data received by the Indonesian authorities and further tests are planned. Asamara, a subsidiary of Gulf Canada Resources, has not officially announced the size of the find but has said "drilling indications are encouraging".

The find is close to the Arun field which currently feeds the six-train LNG facilities at Lhokseumawe.

Asamara held a 50 per cent stake in the "Block A" contract area where the field is located. The company recently assigned the remaining interest to Aceh Gas and Oil, a Japanese consortium led by Japex.

Under the deal, Aceh must fund the first USD10m of an on-going exploration and development programme. This includes the drilling of a further three exploratory wells later this year.

## Tin price breaks \$6,000 barrier

By Kenneth Gooding, Mining Correspondent

TIN'S PRICE surged to the highest level for 18 months and broke decisively through the \$6,000 a tonne barrier on the London Metal Exchange yesterday in a delayed reaction to news last Friday that Brazil, the world's biggest producer, was to cut output in the hope that this would boost prices.

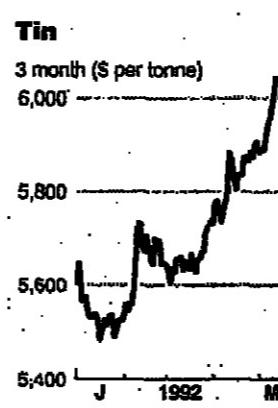
Analysts and traders suggested, however, that the price would meet substantial resistance at \$6,200 a tonne. "This is not the start of a major bull market for tin, perhaps we will get that at the end of this year or next year," said Mr Robin Bhar, analyst at Carr Kitcatt & Aitken, part of the Banque Indo Group.

He suggested the ingredients for tin's rise from recent low levels of about \$5,500 a tonne had been evident for some weeks. The market had been short of good brands from Brazil and Malaysia so "it looks as if the market can hold on to these gains". Mr Bhar pointed out that there were ample supplies of low and medium-grade tin concentrates (an intermediate material) available but there was a shortage of high-quality concentrate which many smelters needed.

Tin for immediate delivery closed at \$6,045 a tonne on the LME last night up \$67.50 from Friday's close. Three-month tin rose \$80 to \$6,042.50 a tonne.

Brazil's intentions were outlined by Mr Mauricio Pinto da Silva, mining division export manager of Parapanama, the state-owned Brazilian tin group, biggest of its kind in the world. He told a Metal Bulletin conference in Phuket, Thailand: "We want to see lower production to help realise our aims of getting more remunerative but stable prices."

Parapanama's chief executive, Mr Samuel Hanan, said Brazil's tin production



## Milking profits in the Mediterranean sunshine

Dairy producers are cashing in on many natural and political advantages in Italy's Po valley

### FARMER'S VIEWPOINT



By David Richardson

Americans call them, corn and alfalfa. For this, too, is copied from North America. Both fodder crops need hot summers and plenty of irrigation. In order to produce the most economic yields and the best quality for the promotion of milk production.

But the Po Valley is ideally situated. The Mediterranean sun shines reliably most of the summer and melting Alpine snow fills a series of enormous lakes that overflow down a network of rivers and converge to make the mighty Po. The whole valley, which is 600 km (370 miles) long and 200 km wide at the river's mouth, centred on the eastern Italian port of Ravenna, is composed of rich, deep, fertile, alluvial soil. Italians have been building irrigation canals across it for 1,000 years and today the comprehensive network allows almost every farmer in the valley to flood-irrigate his crops.

In addition to all these natural advantages, however, Italian dairy farmers also appear to have some political ones. For, although milk quotas to reduce production and surpluses were introduced in the European Community eight years ago, they have still not been applied in Italy.

So, why is the Po Valley so special, and how is it that this area alone is responsible for 70 per cent of Italy's milk production?

The answer is a combination of factors, chief among which are the breeding and genetics of the cows, the way they are managed and the diets they are fed. For the origins of the present Po Valley dairy herd owe as much to North America as to Europe.

When the qualities of the black-and-white cows that had been developed over generations in the north Holland province of Friesland were recognised by the farmers of other countries at the turn of the century, they began to be exported all over the world. In Europe, most breeders continued to favour the traditional Dutch type of cow, which gave a good milk yield but whose surplus male calves, not needed for breeding, were also suitable for beef. The Dutch Friesian was the ultimate dual-purpose animal.

In America and Canada, however, farmers selected animals for milk yield alone, and, although the black-and-white colour remained, the conformation and size of the North American Holstein Friesian gradually became very different from that of its Dutch ancestors. So, too, did its ability to produce large quantities of milk.

Similarly, the basic vegetable diet the cows receive requires a warmer climate in which to grow than that which we normally get in countries like Britain. It is based on maize and Lucerne, or, as the

## Orissa to move up Indian sugar league

By Kumal Bose in Calcutta

THE SETTING up of a modern sugar factory at the Kalahandi district of Orissa by Western India Sugar and Chemical Industries will mark the beginning of the development of the eastern Indian state as an important producer of sugar.

Orissa's sugar production has so far has remained insignificant in spite of its having large tracts of well drained land with good humus and high phosphate and potassium levels. It has only about 50,000 hectares under sugar-cane and produces just 20,000 tonnes of sugar a year out of India's 12m tonne total.

According to soil scientists, however, Kalahandi and some other parts of Orissa could grow sugar-cane of the quality found in Maharashtra, the country's largest sugar producing state. Encouraged by this prospect, a number of established sugar producers in the west and the south have taken over the few existing factories in Orissa for modernisation and expansion or acquired licences to set up new units.

The Western India sugar plant, with a capacity to crush 2,500 tonnes of cane a day, will start commercial production in October 1993, coinciding with the beginning of the sugar season, according to Mr B.B. Nag-

pal. The crushing capacity of the unit will be raised to 5,000 tonnes a day in two phases by 1995. The company will use the by-product molasses to produce industrial alcohol and downstream chemicals.

Promotion of sugar-cane cultivation and creation of sugar manufacturing capacity in non-traditional areas are called for if India is to remain a regular sugar exporter. According to an official report domestic consumption of sugar by 1994-95 will be 13.27m tonnes, when production is expected to be 13.4m tonnes. New capacity has to be created if significant export levels are to be maintained.

Parapanama's chief executive, Mr Samuel Hanan, said that Brazil's tin production

## EC shows it is ready to compete for grain exports

THE EUROPEAN Community has shown that it will be ready to compete with the US and other leading grain exporters when the 1992-93 season starts in July, European traders said yesterday, reports Reuter.

Last week the EC's cereals management committee announced that it would open tenders on June 3 to export 3.1m tonnes of grain out of intervention stores in July and August.

"We like to make an early

start to the export season," an EC grain official in Brussels said. The sales from intervention will help to ensure the flow of shipments until next EC new crop supplies arrive.

The EC usually harvests its wheat crop in August, whereas the US starts to export in June.

"Brussels has shown it is ready to snap up any early export business," a German grain manager said.

Germany, which holds nearly half of EC grain inter-

vention stocks, was allocated 1.4m tonnes of wheat, barley and rye at last week's tenders.

The tenders bridge the gap between the old and new crops," a UK agriculture official said, adding they were customary.

They will also help to trim record EC intervention stocks accounting for about a third of total exports, their highest ever share, traders said.

Last week's intervention tenders are only a guideline. "The

market is sensitive to such signals so the volumes were a compromise," the EC official said, adding they could later be raised according to demand. Bigger volumes could have depressed the new crop market.

The price outlook is mildly bearish because of a lack of buyers and the prospect of a recovery in the world wheat crop, traders said, adding that dry weather could quickly change the scenario.

start to the export season," an EC grain official in Brussels said. The sales from intervention will help to ensure the flow of shipments until next EC new crop supplies arrive.

The EC usually harvests its wheat crop in August, whereas the US starts to export in June.

"Brussels has shown it is ready to snap up any early export business," a German grain manager said.

Germany, which holds nearly half of EC grain inter-

vention stocks, was allocated 1.4m tonnes of wheat, barley and rye at last week's tenders.

The tenders bridge the gap between the old and new crops," a UK agriculture official said, adding they were customary.

They will also help to trim record EC intervention stocks accounting for about a third of total exports, their highest ever share, traders said.

Last week's intervention tenders are only a guideline. "The

market is sensitive to such signals so the volumes were a compromise," the EC official said, adding they could later be raised according to demand. Bigger volumes could have depressed the new crop market.

The price outlook is mildly bearish because of a lack of buyers and the prospect of a recovery in the world wheat crop, traders said, adding that dry weather could quickly change the scenario.

start to the export season," an EC grain official in Brussels said. The sales from intervention will help to ensure the flow of shipments until next EC new crop supplies arrive.

The EC usually harvests its wheat crop in August, whereas the US starts to export in June.

"Brussels has shown it is ready to snap up any early export business," a German grain manager said.

Germany, which holds nearly half of EC grain inter-

vention stocks, was allocated 1.4m tonnes of wheat, barley and rye at last week's tenders.

The tenders bridge the gap between the old and new crops," a UK agriculture official said, adding they were customary.

They will also help to trim record EC intervention stocks accounting for about a third of total exports, their highest ever share, traders said.

Last week's intervention tenders are only a guideline. "The

market is sensitive to such signals so the volumes were a compromise," the EC official said, adding they could later be raised according to demand. Bigger volumes could have depressed the new crop market.

The price outlook is mildly bearish because of a lack of buyers and the prospect of a recovery in the world wheat crop, traders said, adding that dry weather could quickly change the scenario.

start to the export season," an EC grain official in Brussels said. The sales from intervention will help to ensure the flow of shipments until next EC new crop supplies arrive.

The EC usually harvests its wheat crop in August, whereas the US starts to export in June.

"Brussels has shown it is ready to snap up any early export business," a German grain manager said.

Germany, which holds nearly half of EC grain inter-

vention stocks, was allocated 1.4m tonnes of wheat, barley and rye at last week's tenders.

The tenders bridge the gap between the old and new crops," a UK agriculture official said, adding they were customary.

They will also help to trim record EC intervention stocks accounting for about a third of total exports, their highest ever share, traders said.

Last week's intervention tenders are only a guideline. "The

market is sensitive to such signals so the volumes were a compromise," the EC official said, adding they could later be raised according to demand. Bigger volumes could have depressed the new crop market.

The price outlook is mildly bearish because of a lack of buyers and the prospect of a recovery in the world wheat crop, traders said, adding that dry weather could quickly change the scenario.

start to the export season," an EC grain official in Brussels said. The sales from intervention will help to ensure the flow of shipments until next EC new crop supplies arrive.

The EC usually harvests its wheat crop in August, whereas the US starts to export in June.

"Brussels has shown it is ready to snap up any early export business," a German grain manager said.

Germany, which holds nearly half of EC grain inter-

vention stocks, was allocated 1.4m tonnes of wheat, barley and rye at last week's tenders.

The tenders bridge the gap between the old and new crops," a UK agriculture official said, adding they were customary.

They will also help to trim record EC intervention stocks accounting for about a third of total exports, their highest ever share, traders said.

Last week's intervention tenders are only a guideline. "The

market is sensitive to such signals so the volumes were a compromise," the EC official said, adding they could later be raised according to demand. Bigger volumes could have depressed the new crop market.

The price outlook is mildly bearish because of a lack of buyers and the prospect of a recovery in the world wheat crop, traders said, adding that dry weather could quickly change the scenario.

start to the export season," an EC grain official in Brussels said. The sales from intervention will help to ensure the flow of shipments until next EC new crop supplies arrive.

The EC usually harvests its wheat crop in August, whereas the US starts to export in June.

"Brussels has shown it is ready to snap up any early export business," a German grain manager said.

Germany, which holds nearly half of EC grain inter-

vention stocks, was allocated 1.4m tonnes of wheat, barley and rye at last week's tenders.

The tenders bridge the gap between the old and new crops," a UK agriculture official said, adding they were customary.

They will also help to trim record EC intervention stocks accounting for about a third of total exports, their highest ever share, traders said.

Last week's intervention tenders are only a guideline. "The

market is sensitive to such signals so the volumes were a compromise," the EC official said, adding they could later be raised according to demand. Bigger volumes could have depressed the new crop market.

The price outlook is mildly bearish because of a lack of buyers and the prospect of a recovery in the world wheat crop, traders said, adding that dry weather could quickly change the scenario.

start to the export season," an EC grain official in Brussels said. The sales from intervention will help to ensure the flow of shipments until next EC new crop supplies arrive.

The EC usually harvests its wheat crop in August, whereas the US starts to export in June.

"Brussels has shown it is ready to snap up any early export business," a German grain manager said.

Germany, which holds nearly half of EC grain inter-

vention stocks, was allocated 1.4m tonnes of wheat, barley and rye at last week's tenders.

The tenders bridge the gap between the old and new crops," a UK agriculture official said, adding they were customary.

They will also help to trim record EC intervention stocks accounting for about a third of total exports, their highest ever share, traders said.

Last week's intervention tenders are only a guideline. "The

market is sensitive to such signals so the volumes were a compromise," the EC official said, adding they could later be raised according to demand. Bigger volumes could have depressed the new crop market.

The price outlook is mildly bearish because of a lack of buyers and the prospect of a recovery in the world wheat crop, traders said, adding that dry weather could quickly change the scenario.

start to the export season," an EC grain official in Brussels said. The sales from intervention will help to ensure the flow of shipments until next EC new crop supplies arrive.

The EC usually harvests its wheat crop in August, whereas the US starts to export in June.

"Brussels has shown it is ready to snap up any early export business," a German grain manager said.

Germany, which holds nearly half of EC grain inter-

vention stocks, was allocated 1.4m tonnes of wheat, barley and rye at last week's tenders.

The tenders bridge the gap between the old and new crops," a UK agriculture official said, adding they were customary.

# BUSINESS IN THE COMMUNITY

Tuesday May 12 1992

**Over the past 10 years many large UK companies and their employees have entered into a wide range of activities in partnership with their local communities. The aim now is to encourage many more smaller businesses to begin to participate, writes Richard Evans**

## Partnerships that work

AROUND 100 senior business leaders meet in Birmingham and Newcastle today to hear how they and their companies can get involved in helping the community and at the same time help themselves.

The meetings are part of a campaign organised by Business in the Community to extend and deepen the participation of companies in a range of local activities and to ensure that community involvement becomes a natural part of successful business practice.

They coincide with the 10th anniversary of BITC, an umbrella organisation which helps create partnerships between business, government and local communities to improve the economic, physical and social environment.

The organisation is seeking to develop a blueprint for expanding community involvement to virtually every company in the country, not out of a sense of charity but out of enlightened self-interest. Mr Neil Shaw, chairman of Tate & Lyle and the current chairman of BITC, says: "We need to move to Stage Two of our existence by significantly enlarging our army of volunteers - by doing so we develop better people and as a result better companies."

late 1970s and early 1980s with the decline of traditional manufacturing industries and increasing levels of social alienation, particularly among the young and ethnic minorities.

Enlightened businesses began taking direct corporate action to rebuild the health and vitality of local communities, and companies such as IBM (UK), BP, Shell, British Steel, Barclays and Midland Bank all developed community involvement policies.

An Anglo-American conference at Summerville in 1990 led to the establishment of a working party chaired by Sir Alexander Pilkington, chosen because of the glassmakers' pioneering work with the St Helens enterprise agency, and this committee laid the foundations for the launch of BITC in 1992. The profile of the organisation was raised greatly in 1985 when the Prince of Wales became president.

It was also the riots of 1981 in Brixton, south London and Toxteth, Liverpool, that gave the movement a big fillip. Mr Michael Heseltine, then environment secretary, dragooned a group of senior businessmen on to buses to show the devastation of Toxteth, and this proved to be the catalyst for much wider action.

From its launch BITC supported the local enterprise agency movement as a job creation vehicle for redundant employees and unemployed school leavers, and the development of employment opportunities has remained an important priority.

The private sector's work with LEAs and other community initiatives has drawn thousands of large, medium and small companies into community involvement. The practice now is how these activities can best be expanded and developed by involving more companies and more employees, and by linking community help with other business functions.

Corporate community involvement in the UK can trace its roots back to the Victorian era when industrialists such as Cadbury, Rowntree and Boot provided free education for employees. Social "investments" were viewed as essential to commercial success, and they remain an essential ingredient of family-led businesses such as Marks & Spencer and J. Sainsbury.

However, under the Labour post-war administration, the central government took more responsibility for social welfare, and corporate patronage declined. It re-emerged in the



### IN THIS SURVEY

**NORTH EAST and the Midlands:** corporate involvement where it will take more than a couple of years to counter decades of social deprivation

**TECS at work:** trial and error at the Training and Enterprise Councils

**SECONDMENT:** the candidates are now rising management stars rather than burn-out executives

**RECESSION'S impact:** money is still flowing but allocations are harder

**DEVELOPERS:** a decade after Michael Heseltine's challenge to the property industry, work goes on

**EDUCATION CHALLENGE:** schools and colleges are prime fields for involvement

**DIRECTORY of advice:** some organisations and publications involved in the local business enterprise field

Page 4

**Samaritans' overloaded crisis phone lines.**

Mr Sam Whitbread, chairman of Whitbread the brewers and chairman of BITC's target team on employee volunteering, believes this area is the key to a company benefiting from community activities. "It can be used as a vehicle for team building and staff development, it fosters positive communication with otherwise disparate departments and generates a caring, service-driven culture which can only lead to a commercial advantage," he says.

The recession of the last 18 months has clearly had an impact on the community involvement of some businesses. Redundancies and closures do not sit happily alongside well publicised community projects. But the effect has not been as great as might have been expected.

Continued on Page 2

Target teams focus on national issues, business leadership teams implement programmes locally, and neighbourhood economic development partnerships address urban regeneration problems at local level.

The Per Cent Club, administered by BITC, is a group of companies which have agreed to contribute a 1% per cent or more of pre-tax profits, or 1 per cent of dividends, to community-based projects. Contributions take the form of cash, staff secondments, or donations in kind such as equipment, premises, time or expertise. More than 500 organisations are now members of the club.

A Professional Firms Group pledges professional services free of charge to community projects, including engineering, legal, accountancy, quantity surveying and architectural services.

In the early years, help from

business was concentrated on straight charitable giving and sponsorship of the arts and sport. These are still important but they now form a much smaller part of the total.

The issues facing the movement have become much more focused since Directions for the Nineties was published after a lengthy consultation exercise.

They are the need to widen the range of support given by business to the community, the need to include more employees in community involvement, and the need to integrate community work fully into every aspect of corporate life.

Mr Shaw, like other BITC leaders, stresses that a company's involvement in the community must not be seen as just a charitable act, but as a "two-way street" that benefits the community as much as the company by generating a more prosperous local economy.

The secondment of employees, favoured particularly by companies such as Marks &

Spencer which donates £5.5m a year to community work, IBM, banks and the big accountancy firms, has always been an effective link with local communities.

The enterprise agency or local organisation gains from the secondee's expertise and fresh approach to problems, and the company sees key employees increase the range of their experience.

Kingfisher, which owns B & Q, Comet and Woolworths, was a founder member of the Opportunity 2000 campaign aimed at increasing the quality and quantity of women's participation in the workforce, and the company has sponsored a guide to corporate responsibility.

W.H. Smith is one of many companies that has encouraged employee participation by matching pound for pound any sums raised. One recent exercise has been to update the



*World Class*

*ICI is pleased to be associated with  
Business in the Community.*

# Canon

is proud to support  
the work of

**Business in the Community**

Canon (UK) Ltd.  
Suppliers of copiers, fax, printers, computer systems,  
electric typewriters, micrographics, calculators,  
cameras and video camcorders.

Canon House, Manor Road, Wallington, Surrey SM6 0AJ

Tel: 081 773 3173

## BUSINESS IN THE COMMUNITY 2

**Chris Tighe** reports on pump priming in North East England and the Midlands

### Challenge of the hard core areas



Askey Ashwood

THE MURDER of a hostel dweller drinking in a pub in a rough area of Newcastle upon Tyne is not the sort of incident in which one would expect leading businessmen to take a personal interest.

But when a man was stabbed to death last month at The Chieftain, in Newcastle's Cruddas Park area, Barclays bank north east England regional director Mr John Ward immediately thought "Oh no, not my patch".

It was not that Cruddas Park teams with Barclays customers; indeed, it is doubtful whether many of its residents have a cheque book, for less savings or investments.

Mr Ward's response was because this deprived inner city area of high rise flats and post-war terraces, centred on a bleak concrete shopping centre of which The Chieftain is part, has been the focus of one of the most ambitious projects undertaken by any of the Business Leadership Teams fostered by Business in the Community.

Nobody, even before the murder, was claiming Cruddas Park had been totally transformed since it was identified in late 1988 by The Newcastle Initiative, the city's Business Leadership Team, as a tested for TNT's skills, contacts and resources could be focused on regenerating an area brought low by high unemployment and social intervention.

But TNT's experiment, in which it has been supported by central government departments, Labour-controlled Newcastle City Council and some local residents, has made Cruddas Park a less threatening place to live in and through tackling residents' employment problems - and some employers' pre-dilection - transformed some people's lives.

It has also wrought a small transformation by making prominent Tyneside businesspeople feel that what happens in Cruddas Park affects them; for years such areas have been almost totally bypassed by the affluent, none of whom would dream of living there.

TNTI was one of the first Business Leadership Teams set up in the wake of the Calderdale Partnership, created in 1987 by Business in the Community to bring together local business leaders to tackle their area's problems.

Today, there are 16 BLTs in the UK as well as a number of other more

tightly-focused bodies, not formally constituted but working on similar lines.

The BLTs' resolve individualism in the way they interpret their role is reflected even in their patchwork quilt of names, from the Bradford Breakthrough to West London Leadership, Teesside Tomorrow and the Wearside Opportunity.

But they share a common philosophy: the belief that companies' commercial success depends largely on the economic health of their local communities and, therefore, that those companies which improve their community's economic health enhance their own businesses too.

The BLTs are also united in being led by the private sector, in recruiting the businesspeople on their boards only from the most senior level and in being dedicated to tackling, in their particular area, what they perceive as the key problems.

Another uniting factor, which can both a strength and a weakness, is that BLTs do not have any function they are legally obliged to fulfil, nor any automatic funding.

At its best this means they can use the often considerable influence of their prominent members to promote the wellbeing of their area and also bring fresh thinking to seemingly intractable problems.

"They act but they are not constrained," says Mr Paul Johnson,

**Decades of social deprivation cannot unravel in a couple of years**

BIC's regional director in north east England. "They have a very powerful lobbying impact."

At a time when very many companies are both short of spare money and constantly under pressure to donate funds to myriad worthy causes, BLTs can provide an appealingly flexible "value added" route to community involvement enabling companies to offer access to their services or their skilled staff rather than cash.

Furthermore, BLTs can create a meeting point, for the good of the local community, for busy business leaders who would otherwise not know each other nor realise they had common cause.

The conferences are the first mounted by BIC specifically to get more companies involved in their

the critical issues for the movement.

Tecs have been set up over the past two years by Mr Michael Howard, the former Employment secretary. Employer-led they drew their original inspiration from the Private Enterprise Councils in the US.

With a majority of private sector employers on their boards, Tec's were intended to bring a sharp new local focus to both training and enterprise activities in England and Wales.

Part of their enterprise brief has been to promote the growth of small companies and to bring greater coherence to the many strands of help available and to ensure that any gaps in services were filled with cost-effective provision.

**Lisa Wood** on the role of the Training and Enterprise Councils

### The focus is sharpening

Tecs' brief included the development of business information and advice services; the enterprise allowance scheme; training provision for small businesses and support for exporters.

The agenda has not been without problems, not least because the Department of Employment and the Department of Trade and Industry have not themselves closely co-ordinated their activities in the field of enterprise.

At the sharp end, Tec's have come into conflict with existing providers of business assis-

tance - including chambers of commerce and enterprise agencies.

Chambers, like enterprise agencies, are largely supported by voluntary subscription and offer a wide range of services to their members including business advice.

The most notable conflicts between chambers and Tec's, for example, have been when Tec's have set up rival services to those of chambers, such as export advice, and where they have set up membership subscriptions from the same client base.

At best, however, a growing number of the 82 Tec's are either working in partnership with chambers of commerce and enterprise agencies, contracting with them to provide services including business

information advice, or else they are providing leadership in co-ordinating activities.

County Durham Tec, for example, has created a network of eight "Business Services Centres" in partnership with existing bodies providing a single point of entry for the entire range of enterprise support services.

The Tec has based the centres on existing Enterprise Agencies and Development Agencies.

Birmingham Tec, in partnership with other agencies including enterprise agencies, is bringing together all enterprise initiatives to provide new and developing businesses with continuity and consistency of support.

The New Business Programme provides an integrated package including improved access to business counselling and advice, preparatory training and support funding.

Doncaster Enterprise Agency, for example, has a contract from Barnsley and Doncaster Tec to operate its enterprise allowance scheme, which is a scheme which offers unemployed people financial help to start their own businesses. Whether their partnership will one day lead to marriage, with Tec's eventually absorbing some of the other players, remains to be seen.

Brian Crangle is probably typical of most Enterprise Agency activists when he says he could not envisage his agency being absorbed by the Tec although he sees closer and closer partnership arrangements.

"I believe in a federal approach," he says.

So what has the Tec brought to the party? Mr Crangle says that the fact that the Tec had money to spend was an important attraction in bringing people together.

"The fact that it has money to spend probably persuaded different people to sit down at the same table in the first place," he says.

He also believes that the boards of Tecs themselves, drawn from a localised business community along with representatives of public sec-

tor organisations such as local councils, are an important forum for the exchange of ideas.

According to a recent survey, contacts between small businesses and large local companies and public sector organisations are not particularly strong.

The survey, by Kingston Polytechnic for Midland Bank, said most small businesses were not as well integrated into strong local networks of contacts as many people generally assumed.

Tec's, it is hoped by the government, should bring a new spirit of co-operation and understanding into local business networks.

But a lot more will have to be done to raise the general performance to the standards reached by the best.

### INVESTING IN THE COMMUNITY

Every year we at NatWest invest in the communities we serve in the United Kingdom. Our central objective is to promote financial effectiveness and enterprise for individuals and organisations.

To achieve it, we seek to establish productive partnerships in projects linked to Education, Environment, Equal Opportunities, Arts, Community Sport and Financial Counselling.

We aim to participate in the development of a more financially informed society and to encourage enterprise skills in the community.

**National Westminster Bank**

National Westminster Bank Plc. Registered Office 41 Lothbury, London EC2P 2BP.

### Working partners

[Continued from Page 1]

Mrs Julia Cleverdon, BTTC chief executive, believes that support has been well maintained partly because of the interest of chairman and chief executives who insist on a commitment being kept.

What stops many business leaders from becoming involved in the community is not unwillingness, but a lack of knowledge of the working mechanisms through which their energies can best be channelled.

What seems to have happened in recent years is that an increasing number of large companies have appreciated

the benefits of community involvement. But this has not filtered down sufficiently to smaller companies, who wonder whether they have the resources to act effectively enough.

What stops many business leaders from becoming involved in the community is not unwillingness, but a lack of knowledge of the working mechanisms through which their energies can best be channelled.

That is the purpose of today's meetings and of others to follow.

### POWER TO THE PEOPLE

We have been serving the community for decades. Congratulations to Business in the Community on your own decade of success.

**E**ast Midlands Electricity

"It's not just business sense to care about the community. It's common sense."

**SIR ALLEN SHEPPARD**  
Chairman & Group Chief Executive  
Grand Metropolitan

### BUT ACTIONS SPEAK LOUDER THAN WORDS.

Concern for the communities from which our profits are derived is a special responsibility we believe in passionately - and take seriously.

In the UK, through GrandMet Trust, we provide training and employment opportunities for youth and adult unemployed. We are also committed to helping people to help themselves - from developing education and business partnerships, to initiatives which help people with disabilities and support young people. And we are actively concerned with projects leading to the regeneration of our inner cities.

Our leaflet, Grand Metropolitan in Partnership with the Community, tells you about these and the many other initiatives we are involved in internationally.

If you would like to know more, please write to the Public Affairs Department, Grand Metropolitan PLC, 20 St. James's Square, London SW1Y 4RR, and you will receive a copy by return.

GRAND METROPOLITAN

...adding value

BRIEF  
SUCCESSION  
BUILDING  
MORE  
PROSPEROUS  
CUMBRIA

BN

## BUSINESS IN THE COMMUNITY 3

Andrew Jack discovers the spin-offs of seconding staff to local projects

**Benefits that work both ways**

**ALISON KETTERING** has no regrets about the 100 hours during which she was seconded part-time from the Nationwide Anglia building society to Islington Voluntary Action Council. She has since been promoted from management trainee to branch manager at Rayners Lane in London.

Her attachment over three months for a day each week provided a local community group with an analysis of how to improve its services. It also gave her – and indirectly her employer – the benefits of invaluable training in interviewing and report-writing, time management and a wholly different perspective on life and work.

The role of secondment in the community has shifted sharply in the last few years. The image of companies handing over begrimed burnt-out executives to voluntary organisations as an act of charity has all but disappeared. In its place have come the best up-and-coming staff on offer for sound commercial reasons.

The idea of forming employees – while normally keeping them on full salary and benefits – has been around for a long time. But its adoption is growing fast, and the reasons for doing so are more diverse and powerful than ever.

A survey in 1988 estimated

that there were 880 secondees from the private sector and 150 from government departments during the year, representing staffing costs of about £20m. The trend has continued.

Nowhere is the pattern more clearly visible than at the Action Resource Centre, an organisation based in London and with offices around the country, which specialises in "brokering" secondments by establishing links between companies and voluntary organisations.

ARC's annual report, released at the start of this month, shows that it alone coordinated 425 secondments in the 12 months to the end of March. Mr David Hemsworth, director of communications, says: "The proof of the pudding is in the figures."

Companies are sufficiently keen that they willingly pay the £500-£1,000 fee charged by ARC for each secondee placed. In fact, Mr Hemsworth says he now finds much of his marketing efforts target voluntary organisations, to ensure that he can generate sufficient quality placements each year to meet demand from businesses.

Marks & Spencer alone used ARC to arrange 82 secondments this year. Meanwhile, Alison Kettering at Nationwide Anglia found herself competing against an enthusiastic glut of trainees who were trying to be allowed to take part.

ARC is not alone in arranging secondments. Accountancy firms are just one sector which has long seconded staff to public sector bodies such as the Stock Exchange and the Serious Fraud Office. The trade-off includes greater insight into the operation of government, training for those attached, and potential business leads, as well as altruism.

But even where attachments to the voluntary sector are concerned and the pay-back is rather more personal, large numbers of secondees have

**The trade off includes insight into the working of government, business leads and altruism**

been attracted from unchartered applications from voluntary organisations to companies.

Some, particularly those sought to work in the network of local enterprise agencies around the country – are handled through Business in the Community. A vast number of shorter attachments – for one or two weeks – are arranged by Understanding British Industry, which specialises in placing school teachers into industry for a limited period.

"Secondment has come a long way over the last two years," says Mr Hemsworth. "The stereotype was of a tired executive being put out to grass before retirement. Like all stereotypes, it had some truth to it. But the more accurate image now is of the early or mid-career manager using a short placement as way of development."

Traditionally, he says, requests for secondees were dealt with by companies' community affairs departments. Attachments were typically for full-time for two years or more, often with unclear objectives. That sector remains important, but its growth has all but stalled off. In its place has come a range of shorter-term, often part-time attachments for bright young talent, normally arranged by the personnel or training department. In the time allotted, they may computerise the accounts, develop a marketing plan, or produce a feasibility study.

"They are taken out of the womb of their company and put in a different organisation in soul and ethos," says Mr Hemsworth. "They develop qualities of adaptability and hone soft management skills like negotiation, influence and communication.

Even in 1988, 41 per cent of companies offering secondments said they were designed for employees in mid-career. That proportion has grown sharply since, driven by the realisation that it provides clear returns to the company.

Short secondments are proving valuable for both general training and to prepare staff for a transition to a different job within their company.

As Heather Hubbard, training and development adviser at Marks & Spencer, puts it: "Secondment provides an opportunity to make not only a contribution to the community but also for personal development of staff. We think it's a very powerful method of developing management skills."

Voluntary organisations also benefit greatly. They are likely to get more energetic staff than through more traditional secondment programmes.

Mr Hemsworth stresses a number of important points that should be respected if the secondment is to work effectively. Companies need to recognise the importance of the idea from the board-level downwards.

Secondees must be genuinely committed to their attachment, and so should be fully prepared in advance and given a choice of possible assignments. They should stay in regular touch with their employer.

And voluntary organisations must accept fully management responsibility for their secondees, helping them integrate and devising a project which provides lasting benefit rather than a spare pair of hands.

What the property developers did

**Years of challenge**

At the start of the 1980s, Mr Michael Heseltine, then environment secretary, invited the property industry to take part in "the great experiment of rebuilding new towns in old cities".

A decade later, after some striking successes and equally notable failures, the experiment continues in substantially modified form.

The enterprise zones and urban development corporations that were set up in the 1980s will, with the occasional exception, give way to a new set of initiatives reflecting the lessons of the last decade. "We need to learn from the 1980s," says Mr Victor Haasner, whose London-based consultancy is advising the government on urban renewal.

The 1980s vision of urban regeneration was to transform the character of run-down areas by harnessing the energy of the private sector. The local authorities were largely excluded from the process, as their complex planning regulations and sometimes hostile attitude to business were seen as obstructive during the 1970s.

The architects of these proposals can claim that they overturned the scepticism and inertia that dogged inner city renewal during previous decades. Inner cities managed to attract many times as much investment from the private sector as from public funds. But the roles of the public and private sectors are now being reassessed. Following the worst property recession in living memory, it will be some years before the private sector again takes such a prominent role.

The parlous financial state of many companies has forced them to put ambitious regeneration schemes in mothballs. Moreover, the government's policy of stimulating an area by tax breaks without any strategic planning in derelict areas has sometimes accentuated their problems, most notably in the London docklands which has become something of a graveyard for developers.

The government saw its mission as a matter of restoring the economic life of areas that had been drained by depopulation and the decline of manufacturing industry. "The concept was to take a run-down area and transform its character so that it attracted people in where previously it had encouraged people out," said Mr Heseltine.

But the government's critics argue that it put too much emphasis on physical regeneration and too little on helping the communities who live in inner cities. "It is a fundamentally flawed approach," says Mr Bob Colebatch of the Docklands Consultative Committee which is about to publish a report on urban policy in the 1990s.

"The whole policy seems to be based on focusing public money on property-led flagship schemes set against a background when public services like public transport and social housing are getting worse."

Mr Haasner, the department's adviser, recognises this criticism. He distinguishes between two aspects of urban policy: that concerning disadvantaged communities, such as training and education, and

Continued on Page 4

Charles Batchelor assesses the recession's effect on company priorities

**Resources battle gets tougher**

**SUPPORT** for enterprise and, more specifically, backing for small businesses have become essential elements of the community involvement programmes of many large companies over the past decade.

Enterprise support has not escaped the rigorous reappraisal which big business has given to its charitable giving but there are no signs that large companies are making any fundamental shift away from its share of companies' community budgets alongside education and the environment.

The recession has undoubt-

edly put pressure on community support budgets but it has also emphasised the importance of backing local, small-scale economic activity if the large businesses themselves are to prosper. At the same time enterprise support, which emerged as a legitimate part of community involvement in the late 1970s and early 1980s, is increasingly obliged to fight for its share of companies' community budgets alongside education and the environment.

Enterprise support has traditionally taken a number of forms:

- Seconding staff to help organisations such as the enterprise agencies advise entrepreneurs setting up in business. This process also benefits the staff who gained a broader experience.

- Providing funds to support advice organisations and run training programmes.

- Turning over redundant factory or office space to provide workshops for small businesses. The donor would often subsidise or provide centralised facilities such as a switchboard, receptionist and security.

- Providing finance for small venture capital and loan funds.

Shell UK, for one, is maintaining its six-month commitment to its two main enterprise programmes aimed at young people, says Mr Asif Abdulla, enterprise manager. Its Livewire programme provides advice and awards in cash and "kind" to 16-25 year olds who submit an acceptable business plan while the Shell Technology Enterprise Programme (STEP) places 400 polytechnic and university students with small businesses during their summer vacation.

Shell is continuing its backing for start-ups at a time when much of the emphasis of small firms support is switching to the more established, though still small, business. This shift has been prompted by the realisation that established companies have already survived the most difficult early days and are more likely to create jobs in the short term than start-ups.

But Shell remains convinced of the need, and the value to its public image, of backing young people with business ideas. As part of the more pragmatic approach that businesses have been taking to their community programmes in recent years Shell has been keen to obtain "leverage" for its own investment in enterprise programmes by bringing in co-sponsors.

British Steel (Industry) and British Coal Enterprise helped sponsor the 1981 STEP programme. Every £1 that Shell puts into STEP generates a total investment of £8, says Mr Abdulla. The Prince's Youth Business Trust (PYBT), which helps young entrepreneurs, has noticed a far more commercial approach by sponsors.

In the past many sponsors provided money from their charitable funds with no strings attached and with little expectation of any acknowledgement of their contribution. But increasingly, the PYBT reports, companies have begun backing enterprise from their marketing budgets. This means

organisations seeking corporate backing must be aware of their sponsors' marketing needs and be willing to accept more overt promotional links.

The PYBT's most recent fund-raising, to mark the Prince of Wales' 40th birthday, sought deliberately to raise money from small and medium-sized businesses to compensate for cut-backs among its traditional blue-chip sponsors. The most recent instance of a large company recasting its community policy came with the announcement last month by National Westminster Bank that community activities would reflect its business priorities more closely.

The bank gave £13.7m to community support last year. NatWest said it had adopted the promotion of a more financially informed society and the encouragement of enterprise skills as its central objective.

Previously the bank had tended to support good ideas rather than focus on aims. By focusing on activities it understands best the bank hopes to make greater use of staff skills as well as providing money for the causes it backs. The NatWest approach is expected to be adopted more widely by large companies.

BP, the petroleum company, has also focused its community activities more closely – it has recently devoted considerable effort to backing innovation –

**There is a switch from charitable funds to marketing budgets**

while BAT Industries, the tobacco and financial services group, is concentrating on a smaller number of big projects.

Large companies are increasingly likely to draw up formal policy statements for their community involvement. These frequently reveal a broad spread of activities. British Gas, for example, lists six main categories under its "social policy." These cover education, the environment, the arts, sport, charitable support and community projects.

This last category includes backing enterprise and developing small businesses, particularly among the economically and socially disadvantaged.

As part of enterprise support British Gas backs Young Enterprise, a project which helps 15-19 year olds set up and run businesses. It is also helping set up the Felix Road Enterprise Centre in Bristol to provide 21,000 sq. ft of light industrial space, offices and studio workshops.

This is part of a policy intended to reach many audiences: customers and their communities, employees, shareholders, the business community and local and national government. "More than ever we must speak to these audiences directly by achieving a positive public profile from the projects we support," the company says.

BAT Industries' community involvement programme in the UK has two main goals, the company says. These are "to provide support to small businesses and to enable young

**BT – a community leader in the Nineties**

The BT Community Programme is a major supporter of community projects throughout the UK and of Business in the Community's *Directions for the Nineties* action strategy.

As a company whose business takes it into every community in the country, BT is happy to play its part in caring for the wider health and well-being of the community.

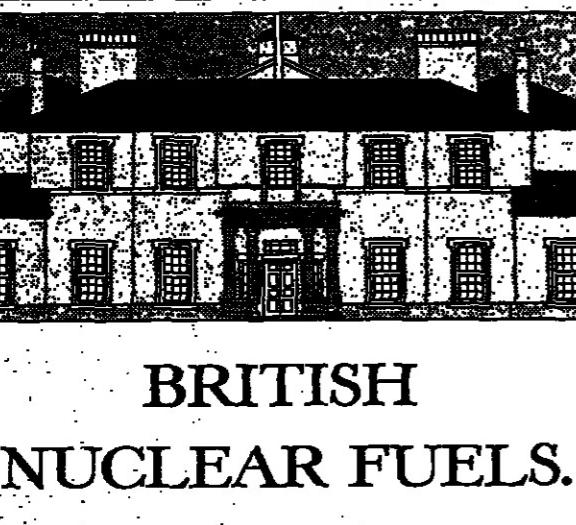
The BT programme is targeted at six areas of social concern:

- People with Disabilities
- People in Need
- Economic Regeneration
- Education
- Environment
- Arts

Please contact the Community Affairs Division, BT House, 81 Newgate Street, London EC1A 7AJ. Tel: 0171 220 6678.

**BT**

*In the community*



As West Cumbria's traditional industries undergo their final decline, British Nuclear Fuels is today concentrating its substantial contribution to the area's infrastructure on economic regeneration and diversification.

The West Lakes Science & Technology Park in particular, is seen by the Company as offering the greatest opportunity for economic growth.

BNFL has therefore shared in a multi-million pound development in the construction of the Park, which links together a superbly equipped environmental and medical sciences laboratory, a high quality business park and a major Research Institute which will concentrate on environmentally related subjects.

Around the area, BNFL has improved road and rail links, renovated local town centres, improved sports and recreational facilities and will continue to develop local tourism by promoting the highly popular Sellafield Visitor Centre as just one of many local attractions.

Together with an annual investment of £1m in the West Cumbria Initiative, BNFL is proud to be so involved in the future success of this unique region.

**BNFL**

British Nuclear Fuels plc.  
Information Services, Riley, Warrington, Cheshire WA5 6AS

## BUSINESS IN THE COMMUNITY 4

Schools and colleges are a prime field for involvement, writes Andrew Adonis

## Stimulus for pupils and teachers



Salvaging the Mary Rose: the engineer's account enlivens the history class

THE *Mary Rose* is not the first thing one associates with engineering. But for Roy Hedges, a consulting structural engineer who worked on the *Mary Rose* project, describing the recovery of Henry VIII's flagship to fourth formers at Bullers Wood School for Girls in Chislehurst, Kent, was among the most rewarding events in his first year as one of the school's "neighbourhood engineers".

"The strongest bias against technology comes from the parents," says Mr Hedges, partner in a Brunel firm of structural engineers and one of 6,000 neighbourhood engineers attached to 1,500 secondary schools across the country. "Youngsters have a better idea of what engineering is than their parents - who see it as dirty hands and overalls. Our job is to break the stereotypes."

To help do so, Mr Hedges has arranged work experience schemes in his company for several pupils, and is a frequent visitor to the school - talking, for instance, to third years about how to make GCSE option choices. It is much appreciated by the school: "For 10 years we have encouraged girls to take maths and science seriously," says Mrs Barbara Vanderstock, the head teacher.

The neighbourhood engineers scheme, run by the Engineering Council\*, is just one of many activities supported by Business in the Community\*\* in its quest to get business to play a more active role on the education scene.

"Education is number one item on the agenda of many member companies," says Ian Pearce, BIC's education director. "We are keen to move business on from sponsorship to people power - committing expertise to schools and colleges, actually getting employees to help with curriculum

projects or to act as governors, management consultants and mentors. BIC has set up a "leadership team" under Michael Heron, Unilever's personnel director, to provide vision and national focus on what business can do with educators to increase opportunities for all young people.

Working through Britain's 150 Education Business Partnerships (EBPs) - comprising local representatives of business, local education authorities, schools and colleges - BIC sees its main task as raising the level of corporate activity in schools and colleges.

It could hardly start from a lower base. Only one in 10 companies currently engages in educational partnership worth the name - and often that is pure tokenism. BIC wants company top brass to consider what they could do - and ought to be doing - under headings like these:

• Compacts are bargains between young people, employers and schools/colleges, by which employers agree to give training or employment priority to young people who meet targets for attendance, punctuality, exam results and so on. Compact centres - 62 of them in inner cities nationwide, attached to local EBPs and Training and Enterprise Councils - act as contacts and matchmakers.

Ken Young, deputy chairman of the Post Office, sees compacts as "one of our best investments of time and talent into community projects - showing benefits for



FT SURVEYS

employers and school leavers alike."

• Teacher placements in industry. Since 1977 a teacher placement service, now sponsored jointly by the CBI and the employment department, has organised short stints in companies for teachers and education administrators.

as a result of my time with London Buses", says Pam Riley of Blackfin School for Girls in the TPS blurb, "that I and another teacher on placement are producing a schools maths workshop pack based on London buses".

The teacher placement office in Oxford\*\*\* has details - and is on the lookout for sponsors. Placements are well supported by briefing, with special study and video packs for those embarking on them. "It is a very individual service," says Jan Hussey, TPS's information officer. "The main problem area is modern languages, where it is hard to find companies with a relevant department." The aim is to give 10 per cent of teachers direct business experience each year leading to long term development in teaching and the management of schools.

• Secondments. EBPs need full-time staff, and company secondees are the ideal recruits. At present some 40 companies secondees - from Barclays Bank to the Royal Mail - have staff on secondment; far more are needed to work with education institutions and help develop quality contacts with local industries.

• Quality work experience. Every young person needs access to challenging work roles to help understand about industry, the world of work and career opportunities. Rover gives annual awards to the best school programmes.

Employers cannot complain at the output of schools if they do not offer their employees the opportunity to become governors," he told an assembled crowd of business and education leaders.

• Curriculum enhancement. Companies provide resources, access to plans and volunteer employees to work with teachers on new courses and with pupils as mentors. Esso has helped with the School Curriculum Industry partnership to work with primary schools and publish guidance on "Industry and the Curriculum 5-14".

• Quality work experience. Every young person needs access to challenging work roles to help understand about industry, the world of work and career opportunities. Rover gives annual awards to the best school programmes.

It is often supposed that teachers and parents alone make schools tick. But business can make learning more realistic, exciting and relevant to youngsters. Britain's top five per cent of pupils lead the world, but the others are less competitive. If Britain is to recruit and train staff to operate new technologies of modern business, a lot more than one in 10 companies will have to play a part in education.

\* Details from the Engineering Council, 10 Maltravers St, London WC2R 3ER.

\*\* Business in the Community, 22a City Road, London EC1V 1LX.

\*\*\* Teacher Placement Service, Sun Alliance House, New Inn Hall St, Oxford.

### Andrew Jack offers a check list of useful contacts

## An embarrassment of help

their business needs, and sign-post them in the right direction."

He says the organisation prides itself on "the two telephone test". Companies interested in any issue should be able to make no more than two phone calls - the first to BIC - in order to gather information or reach the organisation they want to support.

While there may be dangers of turning to a single organisation for help, BIC does have one clear advantage: its "sign-posting" advice comes free of charge. "We're here to help encourage community involvement," says Hedges.

Companies often quote the difficulty in knowing where to go, and who the right organisations to work with are," says Hedges. "Duplication of effort is something which concerns them. We try to help identify

their business needs, and sign-post them in the right direction."

recently about 500. For these members, it will help develop community involvement programmes in much greater detail.

For those companies which want a second opinion even on which organisation should receive their first phone call, other options are available. They may have to do some research, but there are a number of private consultancy organisations and other non-profit groups which can help.

Two of the best sources for news about organisations, issues and general developments in corporate community involvement are the monthly publication *Sponsorship News* and the bi-monthly newsletter *Community Affairs Briefing*.

None the less, he points out that BIC does need subscriptions to survive, which it derives from subscribing companies, of which there are cur-

rently about 500. For these members, it will help develop community involvement programmes in much greater detail.

GENERAL ORGANISATIONS  
■ British Trust for Conservation  
Radius Works, Back Lane, London NW3 1HL. 071-435-8171.

■ Business in the Community

1977 a teacher placement service, now

sponsored jointly by the CBI and the

employment department, has organised

short stints in companies for teachers and

education administrators.

■ Civic Trust

17 Carlton House Terrace, London SW1Y 5AW. 071-830-0914

■ Community Development Foundation

60 Highbury Grove, London N5 2AG. 071-226-3375

■ National Council for Voluntary Organisations

26 Bedford Square, London WC1B 3HU. 071-636-4066

■ Prince's Youth Business Trust

5 Cleveland Place, London SW1Y 6JJ. 071-321-6501

■ Secondment

Action Resource Centre

112 Park Village East, London NW1 3SP. 071-383-2200

■ Sports Council

16 Upper Woburn Place, London WC1H 0QH. 071-388-1277

■ Training and Enterprise General

■ The Industrial Society

3 Carlton House Terrace, London SW1Y 5DG. 071-839-4300

■ Ethnic minorities

■ Full employ County House, Great Dover Street, London SE1 5DG. 071-376-1774

■ Disabled Employee Forum on Disability

5 Cleveland Place, London SW1Y 6JJ. 071-321-6501

■ Inner Cities

Inner City Task Force Unit

Ashdown House, 123 Victoria Street, London SW1E 6RB. 071-215-6734

■ Outer Cities

Inner City Task Force Unit

Ashdown House, 123 Victoria Street, London SW1E 6RB. 071-215-6734

■ NACRO

169 Clapham Road, London SW9 0PU. 071-562-5100

■ Apex Trust

1218 Hoxton Street, London N1 6NG. 071-729-5979

■ Young people Prince's Trust

8 Bedford Row, London WC1R 4HA. 071-624-6224

■ Volunteers

9 Jockeys Fields, London WC1R 4BW. 071-430-0378

■ Live wire

60 Grainger Street, Newcastle upon Tyne NE1 5JG. 091-261-5584

■ Long-term unemployed

Community Industry

Head Office, Victoria House, Craft Street, Widnes, Cheshire WA8 0NQ. 051-435-2114

■ Training and Enterprise Councils

National Training Task Force

Room W719, Moorfoot, Sheffield S1 4PQ. 0742-533944

■ NTEC secretariat: 0524-843566

Source: adapted from *Directions for the Nineties*, published by Business in the Community Publications: Sponsorship News, Charterhouse Business Publications, POB 66, Wokingham, RG11 4RQ. 0734-772770. (£32 per year)

Community Affairs Briefing, 14 Soho Square, London W1. Mike Tuffrey. 071-287-6576. (£190 pa).

## Property developers' task

Continued from Page 3 that concerning mainstream private sector regeneration. "Those elements have to be linked more closely," he says.

Mr Haugener believes that the government is addressing this issue in its City Challenge scheme in which local authorities, acting with private developers, compete for extra funds from the government.

This demonstrates, he says, that the government is no longer turning its back on the local authorities, whose input is central to the City Challenge. Moreover, the local authorities are taking an active approach to implementing their policy, often by recruiting executives to take care of their programmes. This is a step towards overcoming one of failings of the 1980s, which was weak implementation of policy, he says.

The City Challenge proposals have been criticised as a "game show" by the Labour party, which is concerned that it merely slices cash off existing urban and housing schemes

and involves no new funds.

Other critics such as Mr Nigel Smith of Drivers Jonas, chartered surveyor, think that some of the proposals may be impractical as they lack sufficient property expertise.

But the City Challenge scheme has probably been successful in laying the groundwork for a more successful partnership between the local authorities and the private sector that has been seen for two decades. According to Mr Ted Watt, president of the Royal Institution of Chartered Surveyors, "local authorities have taken on board the need not to take on everything themselves but to involve the private sector".

He thinks there are grounds for optimism about the partnership between the public and private sector. Developers will be encouraged by the government's greater willingness to put money into infrastructure, to do more planning and to release land in more manageable lots sizes. "There is more realism," he says.

Beyond the City Challenge proposals, government policy on urban regeneration is not yet wholly defined. The new urban regeneration agency, the more interventionist philosophy of the Department of Trade and Industry and the increasing attention paid by the EC to urban centres will all shape policy during the 1990s.

Bull, Cap Gemini Sogeti, Hewlett Packard, Sun Microsystems, Thomson...

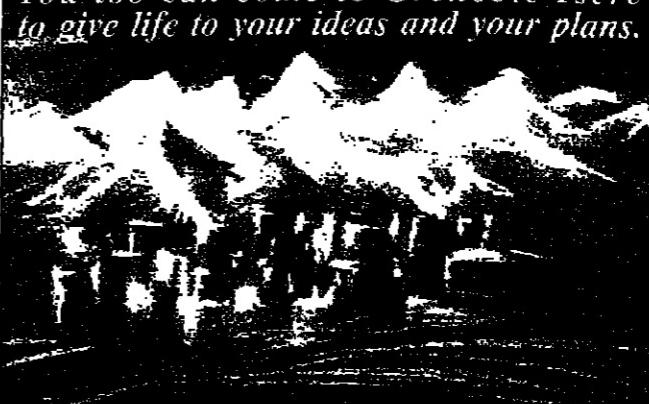
### THEY HAVE CHOSEN GRENOBLE ISERE

A major computer industry centre of Europe in an exceptional environment for information technologies.

#### INFORMATION TECHNOLOGIES

15 000 people employed, including 3 300 in microelectronics, 4 200 in professional electronics, 2 500 in computer systems and 4 000 in software computer engineering systems.

You too can come to Grenoble Isere to give life to your ideas and your plans.



For further information, please fax your business card to George Room at the address below today.

**GRENOBLE ISERE DEVELOPPEMENT**  
1, place Firmin-Gaucher - 38028 Grenoble Cedex 1 - FRANCE  
Tel : (+33) 76 70 97 97 - Fax : (+33) 76 48 07 03

Tate & Lyle PLC is a leading sugar, cereal

sweetener and starch Group.

At plants throughout the world, we recognise

partnership as the key to supporting

local communities.

Business in the Community is the catalyst

at home and abroad, helping companies

to provide local support for community

work.

**TATE+LYLE**

Sugar Quay  
Lower Thames Street  
London EC3R 8DQ England.  
Tel 071 826 6625

FT SURVEYS

**EUROPEAN UNIVERSITY**  
40 000 students, 10 major Technical Colleges.  
**RESEARCH**  
8 500 jobs, 1 500 overseas researchers in famous international laboratories.  
**ADVANCED TECHNOLOGY**  
20 000 jobs in electronics, computer sciences, physics.

For further information, please fax your business card to George Room at the address below today.

**GRENOBLE ISERE DEVELOPPEMENT**  
1, place Firmin-Gaucher - 38028 Grenoble Cedex 1 - FRANCE

Tel : (+33) 76 70

## LONDON STOCK EXCHANGE

## Bid hints drive Footsie to new record

By Steve Thompson

THE LONDON market began the new three-week trading account in excellent fashion, with a renewed flurry of takeover speculation plus another sizeable bought deal, and the FTSE 100-share Index pushed up to its fourth consecutive closing high. At the close of business, the Footsie was 12.1 firmer.

Takeover speculation sprang from the intense activity after the market closed last Friday, when it was revealed that Hanson had sold its 2.82 per cent stake in ICI, some 20m shares, to Goldman Sachs, the US investment bank, via a bought deal.

The game in the market at the opening yesterday was

'spot the new Hanson bid target,' with a listful of big names getting the takeover target treatment. Towards the close there were also stories that a big takeover, unconnected with Hanson, could be in the making. Asia, the super-market group, was one name put forward. Turnover in Asia stocks has rocketed during recent sessions.

Bid speculation was spiced by another strong performance from the futures market and the latest in a series of confidence-boosting showings by sterling against the dollar and the D-Mark.

There was momentary confusion in the equity market at the outset of trading when it was abundantly clear that a series of marketmaker input

errors had distorted the Footsie which was initially shown as 180 points up.

Swift technical adjustment ensued and the Footsie was subsequently indicated as being some five points ahead minutes after trading commenced. The early running among the leading stocks was taken up by stocks viewed in the market as potential targets for a re-armed Hanson.

bull lowered its profits forecast for the company.

Strauss analyst Mr Peter

Laing said he had serious

doubts over the fate of two

fusible products banned in the

US last year after a dispute on

production standards and

methods. He doubted whether

Opticrom, an eye allergy treat-

ment, would get back in the

US market as its US patent ends

next year. He added that ana-

mia treatment Imferon could

be overshadowed by a direct

competition developed in the

US. Mr Laing cut his 1992 esti-

mate to between £220m and

£225m from £240m and lowered

his 1993 prediction to £260m

from £265m.

A FLURRY of excitement gripped the London market yesterday afternoon, as word went round that international conglomerate BT had sold its 4.1 per cent stake in Pilkington, one of the world's biggest glassmakers, for which it unsuccessfully bid in November 1986.

After the market closed it was confirmed that BZW had

bought the 32m shares for £50m, or 161p a piece. There

were suggestions in the market, however, that only about 16.2m shares of the total had been placed at 162.5p, with unconfirmed reports that around 11.2m had been pre-

sold. One leading marketmaker was seen to have been an aggressive bidder for Pilkington stock in the dying minutes of the session, offering up to 165p a share.

BT closed 2 firmer at 456p,

while Pilkington eased a penny to 163p.

## Fisons slips

Pharmaceuticals group Fisons declined 10 to 368p ahead of today's annual meeting as French stockbroker Societe Generale Strauss Turn-

short of stock. Bid talk fingered Hanson and Nestle as pos- sible predators further lifted sentiment. Booker, also recommended by County, gained 24 to 474p. Cadbury-Schweppes 8 to 450p, Dalgety 13 to 435p and Unigate 15 to 335p.

Troubled chemicals company

MTM jumped 10 to 63p ahead of tomorrow's figures.

Selected property issues

were strong on press talk of

further interest rate cuts this

year. One analyst also said

that some companies were

indicating a slight rise in site

valuations. British Land rose 7

to 201p, Hammerson Ordinary

19 to 425p and Land Securities

19 to 455p.

Press reports that the fifth

terminal at London's Heathrow

airport will not be as expensive

as previously expected pushed

BAA up 8 to 635p, with analysts

saying the company was

unlikely to need a rights issue

to finance the project. Associated British Ports was lifted 10

to 440p by a favourable annual

meeting.

Speculation that Lucas Industries was considering a rival bid for Dowty Group left the former off 6 at 167p. Dowty ended unaltered at 187p.

There was caution ahead of

today's figures from Marks and

Spencer, with analysts nervous

over the level of their sales

forecasts for the street group.

The shares slipped 2 to 330p.

Chunky volume in Asda's 20m-share stake in ICI over-

shadowed the chemicals group,

which slipped 8 to 356p. Gold-

Dealers said Allied-Lyons, Trafigura House, Blue Circle, Tarmac, and a host of others had been given an early shot in the arm by the bid suggestions.

By mid-morning the market had accelerated to a new intra-day peak of 2,744.5, up 18.8. From then on, profit-takers began to gain the upper hand. A couple of programme trades were reported during the morning, with at least one weighted to the sell side. A quiet opening by Wall Street saw the Footsie slip further to show a rise of 8 points in mid-afternoon before a late rally as the US market began to gain ground.

BTR provided the market with the latest in a long line of bought deals by selling its per-

cent stake, 31m Pilkington,

among the world's leading glass makers, to BZW, the investment bank. Ironically, Pilkington has been one of the market's strong takeover favourites.

Last Friday's sale by Hanson of its ICI stake remained a big talking point. Goldman Sachs, which bought the shares from Hanson, was said to be still carrying a large block of the shares on its trading book.

Equity turnover continued to please, reaching 651.6m shares yesterday. The value of customer business was Friday jumped to £1.88bn, boosted by the ICI bought deal.

Senior dealers were not unduly concerned at the latest surge by the equity market although some expect a correction in the near term.

## BTR sells stake in Pilkington

A FLURRY of excitement gripped the London market yesterday afternoon, as word went round that international conglomerate BT had sold its 4.1 per cent stake in Pilkington, one of the world's biggest glassmakers, for which it unsuccessfully bid in November 1986.

After the market closed it was confirmed that BZW had bought the 32m shares for £50m, or 161p a piece. There

were suggestions in the market, however, that only about 16.2m shares of the total had been placed at 162.5p, with unconfirmed reports that around 11.2m had been pre-

sold. One leading marketmaker was seen to have been an aggressive bidder for Pilkington stock in the dying minutes of the session, offering up to 165p a share.

BTR closed 2 firmer at 456p,

while Pilkington eased a penny to 163p.

## Fisons slips

Pharmaceuticals group

Fisons declined 10 to 368p

ahead of today's annual meet-

ing as French stockbroker

Societe Generale Strauss Turn-

bull lowered its profits forecast

for the company.

Strauss analyst Mr Peter

Laing said he had serious

doubts over the fate of two

fusible products banned in the

US last year after a dispute on

production standards and

methods. He doubted whether

Opticrom, an eye allergy treat-

ment, would get back in the

US market as its US patent ends

next year. He added that ana-

mia treatment Imferon could

be overshadowed by a direct

competition developed in the

US. Mr Laing cut his 1992 esti-

mate to between £220m and

£225m from £240m and lowered

his 1993 prediction to £260m

from £265m.

A FLURRY of excitement gripped the London market yesterday afternoon, as word went round that international conglomerate BT had sold its 4.1 per cent stake in Pilkington, one of the world's biggest glassmakers, for which it unsuccessfully bid in November 1986.

After the market closed it was confirmed that BZW had bought the 32m shares for £50m, or 161p a piece. There

were suggestions in the market, however, that only about 16.2m shares of the total had been placed at 162.5p, with unconfirmed reports that around 11.2m had been pre-

sold. One leading marketmaker was seen to have been an aggressive bidder for Pilkington stock in the dying minutes of the session, offering up to 165p a share.

BTR closed 2 firmer at 456p,

while Pilkington eased a penny to 163p.

## Fisons slips

Pharmaceuticals group

Fisons declined 10 to 368p

ahead of today's annual meet-

ing as French stockbroker

Societe Generale Strauss Turn-

bull lowered its profits forecast

for the company.

Strauss analyst Mr Peter

Laing said he had serious

doubts over the fate of two

fusible products banned in the

US last year after a dispute on

production standards and

methods. He doubted whether

Opticrom, an eye allergy treat-

ment, would get back in the

US market as its US patent ends

next year. He added that ana-

mia treatment Imferon could

be overshadowed by a direct

competition developed in the

US. Mr Laing cut his 1992 esti-

mate to between £220m and

£225m from £240m and lowered

his 1993 prediction to £260m

from £265m.

A FLURRY of excitement gripped the London market yesterday afternoon, as word went round that international conglomerate BT had sold its 4.1 per cent stake in Pilkington, one of the world's biggest glassmakers, for which it unsuccessfully bid in November 1986.

After the market closed it was confirmed that BZW had bought the 32m shares for £50m, or 161p a piece. There

were suggestions in the market, however, that only about 16.2m shares of the total had been placed at 162.5p, with unconfirmed reports that around 11.2m had been pre-

sold. One leading marketmaker was seen to have been an aggressive bidder for Pilkington stock in the dying minutes of the session, offering up to 165p a share.

BTR closed 2 firmer at 456p,

while Pilkington eased a penny to 163p.

## Fisons slips

Pharmaceuticals group

Fisons declined 10 to 368p

&lt;p

LONDON SHARE SERVICE

AMERICANS





## **FT MANAGED FUNDS SERVICE**

- Current Unit Trust prices are available on FT Cityline. Calls charged at 36p/minute cheap rate and 48p/minute at all other times. To obtain a free Unit Trust Code Booklet ring (071) 905-2128.

- Current Unit Trust prices are available on FT Cityline. Calls charged at 38p/minute cheap rate and 45p/minute at all other times. To obtain a free Unit Trust Code Booklet ring (071) 925-2128.

## **FT MANAGED FUNDS SERVICE**

- Current Unit Trust prices are available on FT Cityline. Calls charged at 36p/minute cheap rate and 48p/minute at all other times. To obtain a free Unit Trust Code Booklet ring (071) 925-2126





## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

4:00 pm prices May 17

Continued on next page





Tuesday May 12

Zurich



## FINANCIAL TIMES SURVEY

# ANGOLA



### SECTION III

Tuesday May 12 1992

**Angola could play a key part in the development of the southern African region, given peace and the right policies. But the task of rehabilitating an economy shattered by war is enormous, while political divisions may prevent post-election co-operation needed for Angola's recovery. Michael Holman reports**

## A daunting task ahead

AFTER three decades of conflict, Angola has embarked on a revolution which could at long last realize the potential of the most richly endowed country in Africa.

Marxism has been replaced by a market economy, one-party rule has given way to multi-party elections scheduled for late September, and two exhausted rival armies have begun to demobilize, paving the way for a single, integrated national defence force.

Unlike many of the African states hit by man-made or natural disasters, Angola can generate, or attract, much of the capital its recovery requires; or as much as its weak administration can efficiently use.

Oil production exceeds 500,000 barrels per day and is rising. Its diamond wealth is already being exploited, other mineral and marine resources are barely tapped, there is plentiful fertile land and a relatively small population - 10m people in a country five times the size of Britain.

Given peace and appropriate policies, Angola could play a key part in the development of the southern African region.

That said, the scale of the task is nevertheless daunting.

Most assessments of African countries which stress poten-

tial have to acknowledge a backdrop of disaster. Angola is no exception.

Thirty years of conflict, exacerbated by economic mismanagement by an autocratic, avowedly Marxist MPLA government, has left the people exhausted.

Drought has compounded their misery and at least a million Angolans urgently need food aid. Much of the infrastructure is ruined or in disrepair, including the 1,300km Benguela railway.

The exodus of some 350,000 Angolans of Portuguese origin during the chaotic run up to independence in November 1975 was a trauma from which the country has still to recover.

Angola was deprived of the bulk of its skilled personnel - an indictment in itself of Portugal's colonial legacy. From the elegant office blocks along Luanda's palm-fringed margin to factories in Benguela, from grand plantations on the fertile plateau to the network of rural stores, nearly all were abandoned.

Today Angola's cities and towns show some signs of recovering: restaurants and bars re-opening, a few buildings being renovated. But, overall, Angola seems a vast African version of a Potemkin village,



Luanda: Marxism has been replaced by a market economy and one-party rule has given way to multi-party elections which are scheduled for late September

the eye deceived and reality kept at bay until the observer gets closer.

From a distance, the leafy streets, with their traditional red-tiled houses, and elegant shop fronts seem to have survived the ordeal.

But the houses and flats are often without services, display cases are usually empty, and urchins scabble through the rubbish.

These are the comparatively fortunate towns. In the south, where fighting was heaviest, some centres are little more than rubble.

It is all part of the incalculable cost of three wars: the struggle for independence and a civil war which grew into a battle between proxies of the super-powers, with invading South African forces supporting Mr Jonas Savimbi's Unita movement and 50,000 Cuban government troops.

To outsiders at least, a post-election coalition seems essential if Angola is to recover from this tragedy. The task of rehabilitating a shattered economy is enormous, and skilled personnel are at a premium.

Yet officials from both main parties appear to rule it out, and the score or more of smaller parties are expected to make little impact in the poll.

densely-peopled shanties are as impoverished as any in Africa. Their flight was a further blow to the agriculture sector, already hard hit by the loss of nearly all of the large-scale commercial farmers. From being the world's fourth-largest coffee producer, output plummeted from some 210,000 tonnes in 1970 to a few thousand tonnes. Once self-sufficient, Angola soon had to import food.

Today Angola is virtually a mono-economy, dependent on a quasi autonomous off-shore oil enclave for more than 90 per cent of its export earnings. The country's unofficial market, whether in goods or hard currency, dominates an economy in which corruption is widespread.

To outsiders at least, a post-election coalition seems essential if Angola is to recover from this tragedy. The task of rehabilitating a shattered economy is enormous, and skilled personnel are at a premium.

Directly or indirectly, the conflict is reckoned to have accounted for hundreds of thousands of Angolan lives. Many fled the countryside to the relative sanctuary of the towns and cities where the

Opposition to the concept stems not from fear of alienating hard-line supporters, but out of an antipathy hardened by the war, and reflecting ethnic rivalries: Unita draws considerable support from the Ovimbundu, who make up an estimated 35-40 per cent of Angola's population, while the MPLA gets strong backing from the Mbundu, about a quarter of the population.

This antipathy is one of the factors that makes many observers uneasy about Angola's chances of clearing the first hurdle on the path to recovery: completion of the transition programme.

Some of the concern stems from the belief that Angola has bitten off more than it can chew. Preparations for the elections on September 29-30 are running behind schedule:

the director-general of elections has yet to be appointed, for example, while voter registration will not start before late May. In a country with a derelict infrastructure, a inefficient civil service and a faltering electorate, this may be too late.

The demobilisation process

is also in jeopardy. Not only is it making painfully slow progress, but it seems probable that arms are being stockpiled by both sides in secret caches before soldiers enter the assembly camps.

It is now accepted that demobilization will not be complete by the end of September. The new integrated national army is unlikely to be adequately trained or at full strength. The prospect of Angola going to the polls under these circumstances is potentially disastrous.

It also seems clear that the UN team, due to total 450 soldiers and policemen and 400 observers, operating on a budget of about \$100m, is understaffed and underfunded. The contrast with the resources available for the UN role in Namibia's transition to independence is striking.

UN officials point out that their duties in Namibia included the contingent monitoring of the poll; in Angola this is supposed to be the government's responsibility. But it took a 6,500-strong force and a budget of more than \$450m to ensure fair elections in Namibia, with a population of one-tenth Angola's, an excellent transport network and working telephones.

As the election date draws closer, tensions seem to be growing between the country's two key politicians and the parties they lead: President Jose Eduardo dos Santos of the ruling MPLA party, and Mr Savimbi's Unita guerrilla movement.

Driven more by the imperatives of a new world order than inspired by a spirit of compromise, the two men last May signed an agreement to end the civil war which began in 1975, but soon took on a new dimension as super power rivalries helped bring South Africa and Cuba troops into the arena.

Inter-party enmity remains not far below the surface. At Huambo, in central Angola, a major in the United Nations contingent monitoring Angola's peace process, shakes his head in dismay at the rivalry between government and Unita forces: "They cannot even agree on an agenda at their meetings".

For many, such tension raises the fear that Angola is

IN THIS SURVEY	
■ The economy: Angola has started on the painful path of reform under IMF and World Bank tutelage	Page 2
■ Politics: Dramatic political changes are now under way	Page 2
■ Foreign Investment: Formidable obstacles face investors	Page 3
■ Benguela railway: Could it play a crucial role in recovery?	Page 4
■ Oil industry: The success story seems likely to continue	Page 5
■ Agriculture: The end of the war and good rainfall raise hopes	Page 6
■ The diamond industry: These are critical and exciting times	Page 7
■ Business Guide: Essential advice and listings for visitors	Page 8
■ Editorial production	Page 8
Phi Saunders	

set to repeat the disaster of 1975.

Outbreaks of fighting, initially between the MPLA and Mr Holden Roberto's FNLA, were followed by clashes between the MPLA and Unita.

The pre-independence interim administration established after the coup in Portugal led to Lisbon's surrender of its African colonies, collapsed.

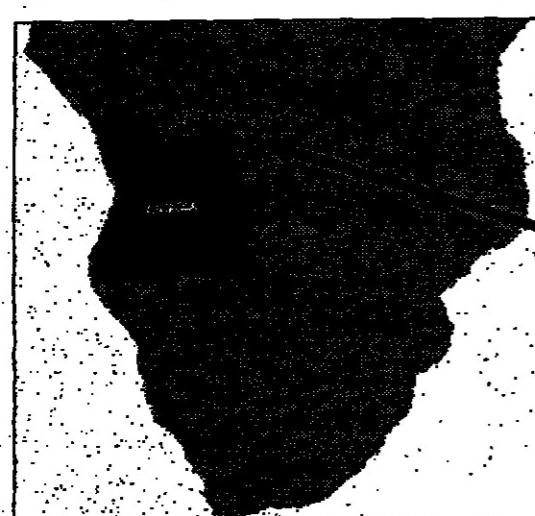
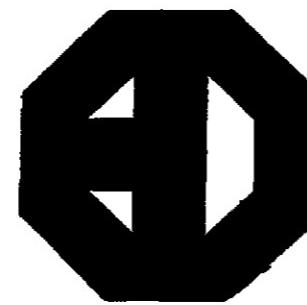
By the time the late Dr Agostino Neto, the MPLA's founding president, proclaimed independence on November 11 1975, the schism in Angolan politics had become unbridgeable.

Some Angolan politicians discount the fears. "The world is a different place today," argues a senior Unita official.

"We can no longer turn to Pretoria or Washington; the MPLA has lost Moscow, the Cubans won't come back... and we both know that if we break the (transition) agreement Angola won't get foreign aid."

This is almost certainly true. But Angola's off-shore oil wealth may be temptation enough should democracy not have taken root by September.

## ENDIAMA ANGOLA



The country is emerging now, together with a great enterprise: ENDIAMA

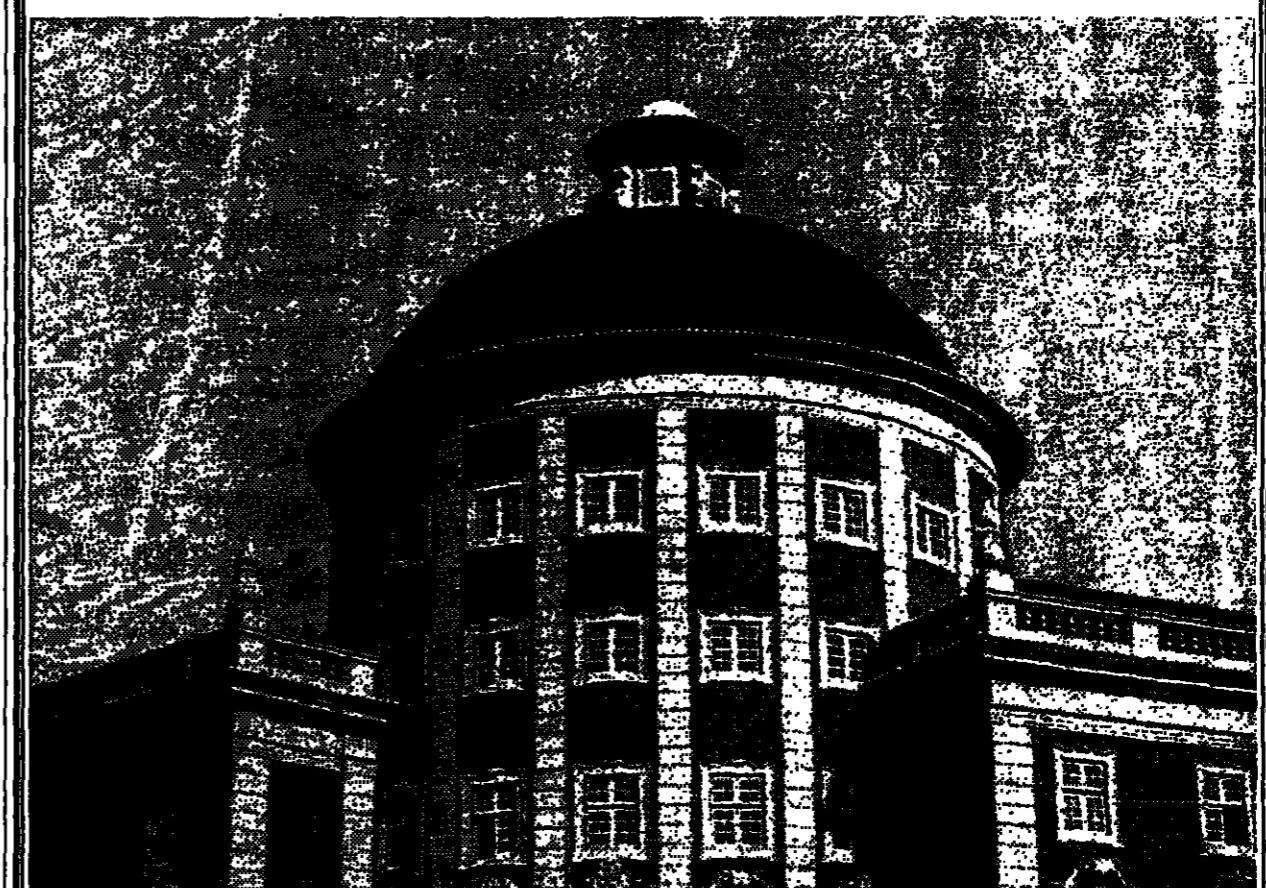
We extract Angolan diamonds from the depths of the earth and from river beds.

ENDIAMA, the power of a mining giant, helping the country to expand.

With its young, dynamic background and Angolan management, ENDIAMA is a leader amongst world diamond-producing companies.

## BANCO NACIONAL DE ANGOLA

A SAFE PLACE



A GUARANTEE FOR A GOOD FUTURE

BANCO NACIONAL DE ANGOLA - Av. 4 de Fevereiro, 151 LUANDA  
Caixa Postal 1243 - Endereço Teleg. BANANG - Fax: 39 05 79 RPA

## ANGOLA 2

□ POLITICS: Michael Holman examines the background

**Peace process enters its final stage**

ADJACENT election posters in the heart of Luanda extol the virtues of war-time rivals Jose Eduardo dos Santos and Jonas Savimbi. Nearby, a newspaper vendor is doing brisk business: headlines announce the arrival of a South African military team to help clear minefields in southern Angola laid by their compatriots.

The scene provided a striking image of the dramatic political changes now under way in Angola.

The regional peace process which began in 1988, when South Africa prepared to concede independence to Namibia in return for withdrawal of 50,000 Cuban troops from Angola, is entering its final, delicate stage.

Deprived of external military support, enerated by 16 years of conflict, and prodded by Washington and Moscow, President dos Santos and Mr Savimbi signed a ceasefire last May. If all goes to plan, Angola will hold its first multi-party elections at the end of September, monitored by the United Nations.

Although more than 20 parties are planning to contest the poll, most observers agree that the only substantial contenders for power are the two protagonists in the war: the ruling

Movimento Popular de Libertação de Angola (MPLA) and Mr Savimbi's União Nacional para a Independência Total de Angola (Unita).

Hopes that a third political force might emerge, capable of preventing the MPLA or Unita from securing outright victory, were probably dashed late last month. Mr Joaquim Pinto de Andrade, former honorary president of the Democratic Renewal Party (PRD), and widely respected for his stand on human rights, resigned after alleged vote rigging for a new executive at the party's national convention.

The PRD had emerged as probably the best organised and most credible of the parties formed since Angola introduced a multi-party system as part of the peace package. Unless the party recovers its unity, the prospect of a substantial challenge to the big two shifts from the slim to the negligible.

The only election assessment advanced with any confidence

is that Unita will retain the loyalty of what has been its strongest ethnic constituency, the Mbundu, about 35-40 per cent of Angola's population, while the MPLA will get strong backing from the Ovimbundu, who make up about a quarter.

Voters not influenced by ethnic considerations face an invidious choice.

The bitter shanty town graffiti "MPLA roba, Unita杀" pungently summarises popular concern over two issues: growing official corruption, amid allegations involving improper contracts and sales in the oil and diamond sectors; and revelations about the murder of two senior Unita officials at the instigation of some of



Dos Santos: presiding over transition from war to peace



Savimbi seems more thoughtful about the future

unclear. But the disclosures, accompanied by other accounts of human rights abuses, have done lasting damage to the reputation of Mr Savimbi. They have also deeply embarrassed the US which provided military and other support to Unita during the war, as well as financial backing subsequently.

So overwhelming is Mr Savimbi's domination of the party that many observers find it hard to believe that he was not in some way responsible for the killings.

The MPLA does not have clean hands. Hundreds, perhaps thousands, of alleged supporters of an abortive coup

attempt in 1977 were rounded up at the time. Many were arbitrarily and secretly executed; to this day relatives are still trying to determine their exact fate.

Little divides the two parties on economic policy. Both parties subscribe to the structural adjustment principles set out by the International Monetary Fund (IMF) and World Bank – although Unita can point to a long-standing commitment to capitalism in contrast to the MPLA's relatively recent conversion from Marxism.

Any voter hoping to select a party on the basis of its foreign policy will still have a difficult choice to make.

Trade and pragmatism are forging links once inconceivable, between the erstwhile Marxist MPLA government in Luanda and a white-led government in Pretoria.

The MPLA has made it clear that it will not repay an xim arms debt to the former Soviet Union, its war-time ally.

For many Angolans, the

greatest worry, however, is not who to vote for, but whether the exercise can reach a successful conclusion.

Ms Margaret Anstee, the UN Secretary-General's representative in Angola and head of the team monitoring the process, makes clear that what she describes as "the world's cheapest peace-keeping operation" could do with more help.

One western diplomat put it bluntly: "It has the makings of a nightmare." Unita was preventing government access to some of the areas under guerrilla control; the government seemed to be dragging its heels, failing to appoint key election organisers; rudimentary communications; an acute shortage of transport; and a late start to the registration of voters.

But one of the greatest concerns involves the future of some 150,000 members of the MPLA and Unita armies facing either demobilisation or a career in an integrated force. The settlement agreement

□ PROFILE: Jonas Savimbi

**A difficult transition**

MR Jonas Savimbi cuts an incongruous figure in the Portuguese colonial house he temporarily inhabits in Luanda. The guerrilla leader turned politician today seems less confident of his role and more thoughtful about the future.

The Angolan capital has been his base since September when Unita, the movement which has fought a guerrilla campaign against the MPLA government since independence in 1975, transferred personnel from its headquarters in Jamba in southern Angola.

Mr Savimbi, 58, who studied in Lisbon and Lausanne, has led Unita since he launched it in 1966. After completing his degree in 1965, he left Switzerland for China where he was trained in guerrilla warfare.

Politically he says he now stands "more in the centre than on the right or on the left." On economic policy, he

believes in the free market economy because, he says, "private ownership creates incentive."

After 16 years of war, the transition is painful – from rural guerrilla base to urban life, from waging war to preparing for power, from army leader to politician.

Mr Savimbi says "the incidents have to be deeply deplored."

He adds: "It was not a decision of the leadership. It was differences in our own ranks. Which is why on our side we accept responsibility. I accept responsibility. Because it is my organisation."

The unity of the organisation, once cemented by the common enemy of communism, is showing signs of strain. Mr Savimbi admits that he is finding it difficult to convince his fellow commanders of the efficacy of peace and the merits of a democratic party.

Fellow Unita members are

also baulking at changes within the organisation. "In a party you have to accept different thinking – a different line does not mean that people have to go away from the party but that these people are on the left, these people are on the right. But it is one party. In a guerrilla movement you can't do that. You always have to think about the objective. And everybody will try to conceal or to concede his difference so that the objective has to be attained. That is the real difficulty," explains Mr Savimbi.

Mr Savimbi was adamant that Unita would "never go back to guerrilla war".

"If we lose the elections, which up to now I don't think will happen, like Mr Kinnock, we will have to go to party and ask people to make a judgment of me."

The Angolan electorate is scheduled to go to the polls at

the end of September to pass judgement on a remarkable ideological somersault by the MPLA leader. "Some see him as a pragmatist," observes a former Angolan politician, who retired from the fray, "others see him as an opportunist, determined to stay in power at all costs."

Wherever the truth lies, the 49-year-old son of a bricklayer will need to draw on all his political skills when helping guide his party and Angola through the months ahead.

Mr dos Santos, one of the two key players in Angola's peace process, was only 37 when he succeeded Dr Agostinho Neto, the country's first president, who died after emergency surgery in a Moscow hospital in 1979.

His credentials were impeccable. Born in Luanda and a member of the Mbundu tribe, the ethnic base of the MPLA

which makes up almost a quarter of Angola's population, he joined the party at the age of 19 in 1961, the year which marked the start of armed resistance to Portuguese rule.

As the colonial government cracked down on dissent, Neto fled north to Zaire where he became vice-president of the MPLA youth movement in Kinshasa. After two years he took up a scholarship to study petroleum engineering at the Oil and Gas Institute of Baku, in Azerbaijan, then part of the Soviet Union.

After graduating in 1968, he took a military telecommunications course and the following year joined MPLA guerrillas in the Angolan enclave of Cabinda. Elected to the party's Central Committee and Political Bureau in 1974, he became independent Angola's first foreign minister in 1975.

In August 1987, President dos

Santos announced that Angola would seek membership of the International Monetary Fund (IMF) and a further reform package paved the way to admittance in September 1989.

As the 1988 US-backed peace process took effect, with South Africa ceding independence to Namibia in return for the withdrawal of 50,000 Cuban troops based in neighbouring Angola, so the pace of economic and political change quickened.

"A real democratic revolution dominates today's world," President dos Santos told the MPLA congress in December 1990 – the last to be held under Angola's one-party system. "With good sense, realism and caution," the president continued, "Angola will able to attain peace". Sixteen months later, his message holds good.

Michael Holman

□ PROFILE: President Jose Eduardo dos Santos

**Remarkable somersault**

The dynamic organisation and worldwide sources of the Tritex Trading Company have been instrumental in helping to regenerate Angola's important textile industry.

Dependable, predictable supplies, speed of delivery, and competitive prices are the product of the Company's depth of experience in locating, buying and transporting materials all over the World. To complement this, Tritex provides its own, resident technicians to help with the smooth and efficient running of the textile mills.

As leading specialists in textile supply and technical assistance to textile mills, Tritex have the World market constantly on tap. An advantage every customer benefits from in knowing that prices will be the best available, and that there is always someone from Tritex on the factory floor who can help.

**Tritex. Helping to regenerate Angola's vital textile industry.**

Picture shows the late President Agostinho Neto and His Excellency Bento Ribeiro-Kabulu (then Minister of Industry and now Angolan's Ambassador in Namibia) at the inauguration of Africa Têxtil Uem in 1978. Tritex is a partner in Africa Têxtil Uem, a textile mill in Benguela, Angola.



TRITEX

TRITEX TRADING COMPANY LIMITED  
Granville House, 132-135 Sloane Street, London SW1X 9AX.  
United Kingdom. Telephone: 071-730 9127. Facsimile: 071-823 5628  
Telex: 22883 Tritex G. Cables: Tritex, London SW1

## ANGOLA 3

## □ THE ECONOMY

## Painful path of reform

**BURDENED** by an \$8bn-9bn external debt which even a thriving oil sector cannot service, grappling with the legacy of war, and severely short of management skills, Angola has embarked on the painful path of reform under the tutelage of the International Monetary Fund (IMF) and the World Bank.

A budget deficit of more than 25 per cent in 1990 has to be cut, the kwanza remains overvalued despite last month's devaluation, and the balance of payments deficit has risen steeply from \$6m in 1985 to \$1.25bn in 1990 and did not improve last year, according to central bank estimates.

"The government is working closely with the IMF in its efforts to address these issues," says a senior official in the finance ministry. While stressing the administration's determination to cut spending and pursue a privatisation programme, the official is frank about the difficulties stemming from years of mismanagement as well as the civil war.

The recovery effort follows a gruelling era. The collapse of

Angola's flourishing, diversified pre-independence economy was dramatic, even by the standards of a continent accustomed to disaster.

A GDP growth rate averaging nearly 7 per cent in real terms had been built on exports of oil, coffee, diamonds and iron ore, and a manufacturing and industrial sector rivalled in Africa only by South Africa.

The tumult of 1974-75, marked by the exodus of 350,000 Portuguese settlers and a growing civil war, marked the start of a catastrophic decline.

Coffee exports have fallen from more than 200,000 tonnes to a few thousand, oil output has ceased, diamond production remains below the pre-independence peak of 2.1m carats, a surplus of basic food has become a deficit and the industrial sector operates at perhaps a quarter of production capacity.

Only the oil sector has thrived - up from 170,000 barrels a day (b/d) before independence to more than 500,000 b/d, accounting for over 90 per cent

of export earnings, at least half of which have been spent on the war.

Whichever political party wins next September's elections, the priority of the incoming government will be to seek an agreement with the IMF, followed by an early meeting with the Paris Club of official creditors.

The imprimatur of the Fund is a pre-condition of the urgently-needed rescheduling of Angola's external debt - \$7.7bn at the beginning of 1991 at least \$8bn today.

With debt service payments due this year of at least \$1.5bn, and forecast export earnings of about half that, rescheduling is essential to economic recovery. Over the past five years the MPLA government has been dismantling the edifice of state controls, cautiously at first, more vigorously since becoming a member of the Fund in September 1989.

Three successive reform plans - in 1987, 1989, and 1990 - tackled the Angolan economic malaise, which the first of the plans so candidly described as: "The excessive

what may be their last opportunity to secure kickbacks or commissions.

The trenchant tone of Unita's criticism of the foreign partners involved has concerned some businessmen and diplomats. They acknowledge that Unita has grounds for concern but suspect there is within the party a strong streak of economic nationalism, whose advocates are ideologically opposed to substantial foreign business involvement in the economy.

Unita officials deny this and reaffirm the party's commitment to its investment code, published in July last year.

Declaring its support for a "private enterprise-based market economy", the party document "recognised the critical role of foreign investment in providing access to foreign capital, technology, management skills and foreign markets."

A Unita government will "actively encourage" investment in commercial agriculture and agro-business, fishing, mining, oil and petrochemicals, energy, and manufacturing, says the code, which also offers guarantees on remittances of profits, dividends and royalties.

*Gabinete do Investimento Estrangeiro* (Foreign Investment Office) Rua Carreira Isoldo No 25 Tel: 32220 Tr 3222 Fax 33332

Michael Holman

centralisation of socialist planning methods and consequent bureaucratisation of economic direction... disorganisation and mismanagement of companies, lack of discipline and rampant corruption".

The 1990 programme marked the shift from promise to practice: spending was cut and revenue boosted in an effort to reduce budget deficits exceeding 25 per cent. Prices were increased and most price controls lifted, and the kwanza was devalued, taking effect in March 1991. A currency changeover designed to mop up excess liquidity was also introduced. Old and new notes were exchanged at par, but only 5 per cent exchanged for new kwanzas, the balance in government bonds.

Last year, new legislation on the financial sector was introduced providing for a new commercial bank and a credit institution for agriculture and fisheries.

Professor Fatima Roque, "minister-designate" of finance in the opposition Unita, has committed the party to what amounts to radical structural



But Angola faces such a formidable set of problems, say officials; it deserves a sympathetic and flexible response from the Fund and creditors.

As Professor Roque comments in an analysis of Angola's predicament: "There is no body of experience available - with regard to the application to the theory of timing, scope, speed or the sequences of reforms - to guide Angola in its transition from a centrally-planned to a market economy."

Government officials say they will not be distracted from the reform task by the coming election. But while the commitment may remain, implementation of the transition programme makes their task even more difficult. The election exercise itself will be an expensive exercise, and there is also the cost of funding the demobilisation of the bulk of the two rival armies.

Soldiers returning to civilian life receive lump sum payments and government is also pledged to restraining and resettlement assistance.

"The peace dividend will come," said one official, "but not as quickly as we had hoped."

Implementing the reform blueprint may have to wait until after the polls.

Michael Holman

## □ FOREIGN INVESTMENT

## Formidable obstacles

**ARGUABLY** no country in Africa has been blessed with greater resources than Angola: oil and diamonds, plentiful fertile land with rivers that flow all year, huge marine resources, natural harbours, and an area five times the size of Britain but with only 5m people.

The ruling MPLA party and Unita, their main rivals in the September elections, agree that foreign investment is essential if this cornucopia is to be developed.

But the would-be investor faces some formidable obstacles, ranging from complex legislation to corruption, a slow-moving bureaucracy and all the problems associated with a country desperately short of skilled personnel and an infrastructure ruined by war.

While acknowledging that much may have to be done, government officials point out that the 1988 investment law guaranteed remittance of net profits, compensation for tax holidays, exemption from or reduction of customs duties on imports of capital goods and spare

parts, and a guarantee of fair compensation in the event of expropriation - reinforced by Angola's decision to sign the Multilateral Investment Guarantee Agreement (Miga).

Funding from development agencies, led by the World Bank, should be available to reinforce the private sector role in priority investment areas, say officials. These include agriculture, food processing, mining, fishing and fish processing and construction. Advice is available from the Foreign Investment Office\* whose role is to answer queries from abroad, evaluate proposals and act as co-ordinators.

Would-be investors planning to make commitments before the September poll may need to tread carefully, however.

Unita failed to secure the government's agreement to a proposal to establish a joint body to oversee foreign investment policy and decisions during the pre-election period. The result, claim party officials, is a number of questionable deals by

government officials taking advantage of

adjustment programme towards the same destination: a market-driven economy with a competitive exchange rate and the once-dominant state-controlled sector reduced to certain core services.

But it is the MPLA who must put principles into practice, imposing the rigours of adjustment on an electorate they are trying to woo. And until adjustment policies have been applied with sufficient rigour to satisfy the Fund, there will be no repeat of the Paris Club's decision in 1988 to make an exception to the rules, when arrears and maturities falling due in the period through September 1990 were rescheduled.

## □ RELATIONS WITH SOUTH AFRICA

## Lop-sided trade links

FROM beer to prefabricated housing, from spare parts to office equipment, South African products are reaching Angola in increasing quantities.

There has long been a South African connection through the diamond industry.

Now the continent's industrial superpower is rapidly moving into what its business describe as one of the most important markets in Africa, challenging traditional European suppliers.

The bitter years of enmity and hostilities between Pretoria and the Angolan government have been consigned to history. Pretoria's representative office in Luanda will soon be upgraded. The South African embassy and residence, vacated shortly before independence in 1975, will be returned to their pre-independence owners as soon as alternative accommodation can be found for the present occupants - the Polish diplomatic mission.

Most South African businessmen express enthusiastic belief in Angola's potential, modified by concern about politi-

cal stability and dismay at the bureaucracy, housing shortages and poor communications they encounter in Luanda.

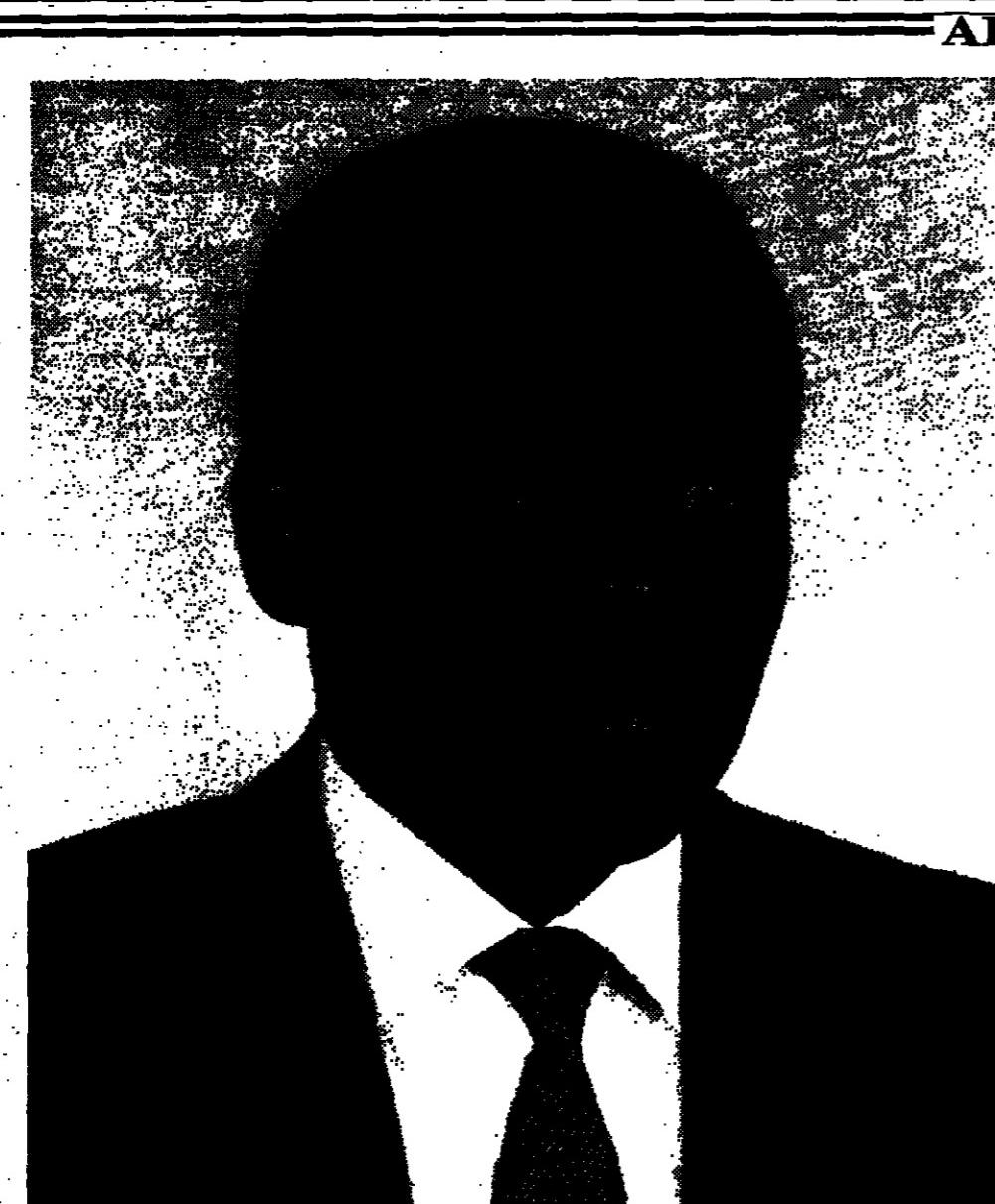
The market potential of a country which exports more than 500,000 barrels of oil a day (b/d) is not conveyed by the latest available trade figures, which precede the diplomatic rapprochement. In 1990, South African imports from Angola were negligible (\$25,000) but exports reached \$50m.

The lop-sided trade relationship could change. Apart from providing an outlet for Angola's oil (there is speculation that a substantial barter deal is in the offing), South Africa could be an important market for South African companies, business believe. As well as being a potential service and equipment base, South Africa is a logical place from which to source all the consumer needs of a 10,000-strong oil workforce which requires regular delivery of fresh food and consumer goods hardly any of which is supplied locally.

The Standard Bank has had a representative in Luanda since the start of the year, and the group may be opening a branch later this year. Meanwhile, one of the South African companies with the highest profile is Murray & Roberts Construction. At the end of February the company signed a protocol with Cabinda province and the Angola government covering training in the construction and engineering industries, supply of prefabricated houses, schools and hotels, and a range of other services including work on roads and in the agriculture and mining sectors.

South African construction companies are preparing to take part in the rebuilding and development of Angola's infrastructure - bridges, roads, ports. Much of this could be World Bank-funded, says Mr Andrew Mages of the South African Foreign Trade Organisation (Safio), which has organised trade missions to Angola.

The country's oil sector is also a large



His Excellency, José Eduardo dos Santos, President of the People's Republic of Angola

After eleven months of consolidated peace, characterised by growing confidence and stability, we look forward to Angola's first democratic elections to be held on the 29th and 30th of September 1992. The emergence of a large number of political parties in recent months is evidence of the enthusiasm and commitment of the Angolan people to multi-party democracy. We have gained the wholehearted support of the international community whose assistance to us in this period of transition continues to be invaluable. The increasing presence of the United Nations, the recent European Community package to aid the peace process and the significant donation from the United States to help the development of democracy to give but a few examples, all constitute further encouragement to us in this time of change. Over the last months we have played host to a number of world Heads of State who have all pledged their support for the democratic process and we shall shortly be welcoming Pope John Paul II and President Mario Soares of Portugal.

Our determination to ensure democratic stability is matched by our commitment to economic reform which has been gaining substantial ground over the last few years. It was during the struggle for independence that Angola first drew up the outline for its economic policy. However, the advent of independence itself, resulting in the departure of the majority of skilled Angolan professionals, dramatically destabilised trade and the social economy. In order to bring the situation under control, the Government saw itself obliged to opt for a centrally planned economy. As time went by, it was seen that the effects of this strategy had negative consequences for the country's economic development and growth potential and furthermore did not meet the needs of the Angolan people. The situation was further exacerbated by the destruction of the infrastructure that took place during the war, accompanied by the continued flight of the skilled classes, the allocation of material, financial and human resources to defense purposes, the withdrawal of foreign investment and the impossibility of ensuring free movement of goods and people throughout the country.

In 1985, the Government, aware of the current economic instability and lack of productive results, decided to introduce a new project in the form of the Economic and Financial Restructuring programme (SEF) launched in 1987. This resulted in the adoption of a plan for a market-led economy in the context of a multi-party democracy. Now, with the end of the military conflict together with the measures taken by the Government to stabilise the economy, there are relatively few obstacles to the economic restructuring of the country. We now need to implement these measures both boldly and coherently so that our goals for the economic recovery of Angola may be met successfully. Already there are clear signs of improvement and we are confident that the years to come will bring increasingly positive results.

It is not by chance that the World Bank Watch states that: "for the first time since 1975, Angola has achieved enough political stability for foreign investors to begin developing its legendary wealth in natural resources, virtually untapped since independence." Angola is indeed a country of great wealth, as much in mineral as human resources. It has oil, diamonds, iron, coal, gold, and other minerals as well as huge agricultural and farming potential and substantially under-fished waters. Foreign investment in housing, agricultural development, infrastructure and education and training is needed to energise our tremendous economic and human resources.

But this can be achieved. The Government of Angola has created an attractive climate for foreign investors. Secure ownership is guaranteed. Investors can repatriate profits and benefit from tax exemption, tax-reductions and duty-free zones which all confer major inducements to enter our market. The increasing number of Angolan businesses operating in the private sector in all areas of the economy is testimony to the spirit of free enterprise which is motivating national industry and commerce. Furthermore, the possibility of joint-ventures and other forms of corporate partnership with Angolan firms is attracting investors from all over the world.

Our goal is straightforward: to turn Angola into an economic engine in a regional power bloc that will provide the base for development and growth in sub-Saharan Africa. Our determination offers Western investors major opportunities in a society certain to be one of Africa's future economic powers.

We hope to deserve the confidence and trust of businessmen the world over to work with us in an atmosphere of collaboration and partnership for development.

José Eduardo dos Santos

## ANGOLA 4

 BENGUELA RAILWAY**Lack of funds curbs plans**

DOWN at the Lobito repair workshop, engineers are diligently patching up locomotives damaged by bombs during the civil war. Along a short siding, engines that have been too badly hit are gradually stripped of any parts or equipment that can be used to repair others.

Mr Ernesto da Rocha, chief engineer at the workshop, says that 12 General Electric locomotives, seven from the US and five from Brazil, are now in working order. Four more are being repaired and another five await their turn. Ten locomotives were too severely damaged to offer any scope for repair - causing an estimated loss of \$18m. Mr da Rocha hopes to have 14 locomotives in good running condition by June.

The rehabilitation of each engine is a painstaking task but one on which depends the future of the Caminho de Ferro de Benguela (CFB), once regarded by enthusiasts as one of the world's last great railways. For Angola, the line that runs eastwards from the Atlantic port of Lobito, 500km south of Luanda, to Zaire and the central African heartlands was a cause for pride and an important source of foreign exchange revenues until the civil war.

Between 1972 and 1974, total freight traffic on the railway averaged about 3m tonnes annually, including mineral exports of 355,000 tonnes from Zaire and of 325,000 tonnes from Zambia. Import traffic to the two countries was an average 550,000 tonnes annually. Total revenue peaked at \$43m in 1974.

Regular international services allowed passengers arriving at Lobito by ship from Europe to travel in comfort all the way to Lumumbashi, formerly Elisabethville, in Zaire, or to Lusaka, the Zambian capital. The trains had sleeping accommodation and showers in first class and a restaurant that offered smoked ham and melon, Portuguese salt cod and Angolan giant

prawns. Now that peace has been signed, officials hope that the railway will be restored, if not to its former status as a vital artery for central and southern African trade, at least sufficiently to play a crucial role in the recovery of Angola's internal provinces. But even this more modest objective will be difficult to achieve.

The 1,300km line to Luau on the border with Zaire has been considerably damaged by war and 16 years of neglect. Apart from a few brief intervals, the line has been effectively closed to international traffic since the onset of the civil war in 1975, with intermittent freight services to Huambo, 400km away, until 1988. Thereafter,

**Surveys suggest the track is in a very bad state with wood sleepers burnt or worn out and 75 bridges needing repair**

trains only run on the 30km coastal stretch between Lobito and Kuito, the provincial capital, to provide a primitive if regular passenger service.

Irregular traffic between Lobito and Huambo resumed last year, but only for freight. Work has been going on to rehabilitate this part of the line and Mr Lukoki Sebastiao, BVB finance director, says he expects trains to resume normal traffic to Ganda, about half way to Huambo, by the end of May.

Further east, the extent of the damage has yet to be fully assessed. Initial surveys, incomplete because many parts of the line are still inaccessible, suggest the track is in a very bad state with wood rail sleepers burnt or worn out and at least 75 bridges needing repair, he says.

Lack of funds is a big handicap in efforts

to rehabilitate the railway and several plans have had to be shelved or cut back as a result.

In 1987, the government and the Southern Africa Development Co-operation Conference (SADC) agreed on an ambitious 10-year "Lobito corridor" development plan which included rehabilitating the railway, improving adjacent infrastructure including roads, sanitation, sewerage, water and electricity supplies, repairing Lobito's port, and developing civil aviation facilities from the local air force school airport.

The cost was estimated at \$75m at 1987 prices with \$34m for the railway alone. Efforts to win international financing for the plan floundered because of the war and in 1989 a new emergency plan was drawn up. This focused on the link to Huambo and would have cost \$94m with \$3m to be spent on the railway, Mr Sebastiao says.

This plan has now been replaced with a crash programme - aimed at restoring commercial traffic between Lobito and Kuito, 584km east, at an estimated cost of \$17m - to carry out partial repairs allowing the track to be fully operational (up to Kuito) in 1995.

The rehabilitation of the rest of the line to the border will take place in a second stage, depending on the outcome of discussions with the World Bank later this year. Under World Bank auspices, work on a new comprehensive study of the Lobito Corridor began last January and is expected to be completed in July. Before that, discussions will take place with Zaire and Zambia to assess the railway's prospects.

It is unlikely that the railway will ever be fully restored to its past glory, but even a partial restoration would play an important role in helping to rebuild Angola.

Patrick Blum

 LOBITO**Port is still well equipped**

THE sleepy port of Lobito, once an important stop-off point for exports of minerals from Zaire and Zambia, awaits its renaissance. Lobito's port, like most of Angola's transport infrastructure, has suffered from the war, although in comparison with Luanda it has emerged in far better shape from the years of civil conflict.

Set in a natural harbour formed by a 5km sand-spit, the port remains relatively well equipped with six deep-water berths and a long coastal quay, all of which are in a reasonable state of repair.

A large number of the original cranes and fork lift trucks have been kept in relatively good order, the port is remarkably tidy and, unlike in Luanda, there are no serious problems of security and theft, says Mr Belmiro Ferreira, head of the port authority's finance department. Local businessmen also say that formalities are processed more speedily than in the capital.

In 1973, the port handled 2.6m tonnes of cargo traffic having risen sharply in the preceding years. It has fallen to a fraction of that volume but Mr Ferreira is confident that with peace Lobito can once again play a leading role in the national and provincial economy. "Now that the war is over, and the roads are opening up, there are good perspectives for the port."

Some rehabilitation work will be needed to bring installations and equipment up to the standards required to meet any rise in traffic. An emergency plan has been drawn up which includes rehabilitation of infrastructure and purchase of cargo handling and maritime equipment and of vehicles. The plan envisages investment of about \$14m and Spanish financing for the first part has already been agreed, Mr Ferreira says.

It used to be said that without the Benguela railway Lobito would not exist and that without Lobito port the railway could not function. Mr Ferreira agrees that a resumption of international traffic on the Benguela line would have a crucial impact on Lobito. But the port would benefit also from a resurgence of domestic agriculture and mining, both of which have declined dramatically since the war. Before that, a large quantity of agricultural exports, especially maize from the Huambo and Bié provinces, as well as iron ore from Cuimba, were exported through Lobito.

Nowadays there are no exports out of Lobito and ships are a rare sight in the port. But once the road northwards is fully refurbished, Lobito could become an attractive alternative to Luanda where long delays are common and security is a nightmare for shippers.

 PORT OF LUANDA**State of neglect**

ALMOST every night short bursts of gunfire reverberate around the port of Luanda, including trans-shipments of copper and iron and refined oil products, was 2.3m tonnes.

By 1983, traffic had fallen to below 700,000 tonnes as a result of the disruption of road and rail links, the closure of mines and plantations, and foreign restrictions on imports - which now account for the bulk of freight traffic.

Many of those goods have been stolen from the port, often with the complicity of port officials and police.

Stealing from the port is a lucrative if dangerous business, with many of the spills ending up in the vast Roque Santeiro black market on the capital's outskirts.

Security is not the only problem. The port, once considered one of the finest on the western coast of Africa, suffered from the war as exports collapsed - except for oil which is shipped almost entirely from the oil-producing province of Cabinda.

Until independence, Luanda

handled large bulk exports and are inadequate for the type of imports now shipped. The port lacks appropriate warehouses and cold storage facilities. Rubbish and discarded equipment lies openly between run-down warehouses. Close to 6,000 containers, many of them damaged, wait to be emptied or shipped out, making them easy targets for thieves.

The government has handed over the management of the piers to mixed state-private companies to improve efficiency, but they are handicapped by conditions in the rest of the port. Roll-on roll-off cargo has priority, so have food imports, but delays are common and ship's papers must be fully in order to avoid a long wait.

"If all cargo documents are sent to us at least two days before the ship arrives in Luanda, we can prepare the documentation and begin to organise things at this end to make sure goods are cleared as soon as they get here," says Mr Antonio Fernandes, shipping manager for agents Hull Blyth.

Patrick Blum

**FROM TROPIC**

**TO TROPIC**

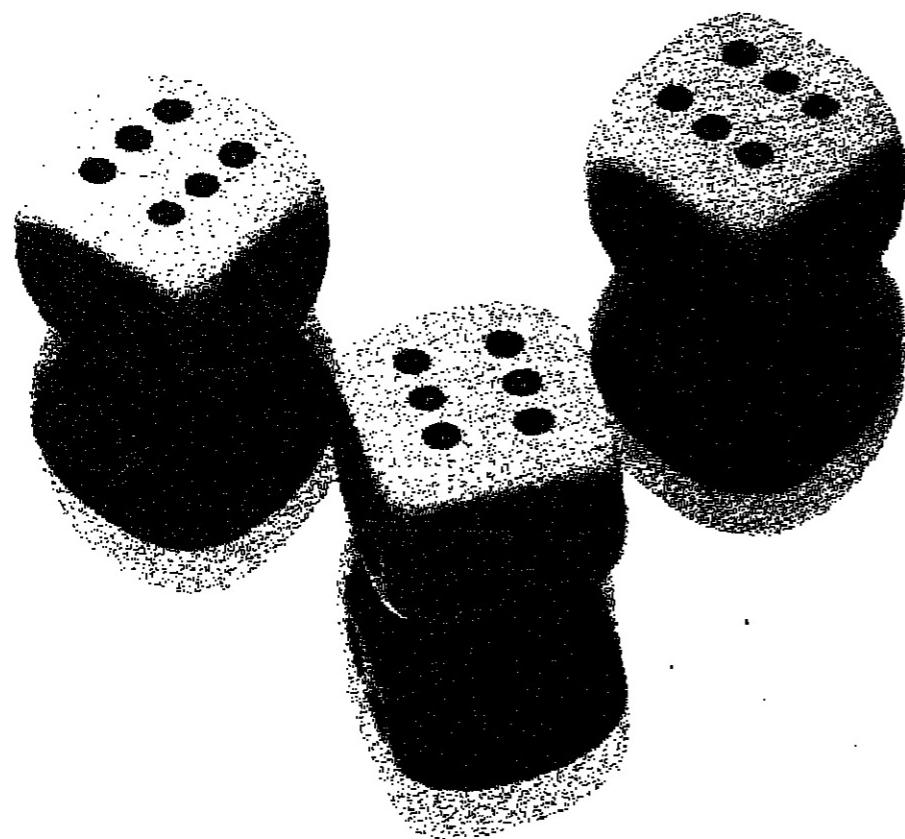
With facilities for the shipment of breakbulk, reefer and containerised cargoes, Tropic Lines provides a regular service between ports of Southern Africa, West Africa, Mauritius and Réunion.

NOW OFFERING A FREQUENT AND DIRECT SERVICE TO LUANDA.

**TROPIC LINES LIMITED**  
of Bermuda  
Managing Agents Unicorn Lines (Pty) Ltd.

For further information contact:  
Unicorn Lines (Pty) Ltd.  
Durban (031) 2627011  
Johannesburg (011) 4033400  
Cape Town (021) 2522280

**safety and comfort is not a matter of luck**



LINHAS AEREAS DE ANGOLA  
ANGOLA AIRLINES

Patrick Blum

Key to  
since

B  
R  
SK

PL  
N

## Key to Angola's survival since independence

ANGOLA'S oil industry, largely protected from the vagaries of civil war and political uncertainty, has boomed during the past four years and the success story seems likely to continue for the rest of this decade.

**Oil** has been the key to Angola's survival since independence - the sole underwriter of the war effort and guarantor of its international debts. Within 25 years, Angola has become sub-Saharan's largest producer after Nigeria, with the region's second-largest reserve base.

Recoverable reserve estimates over the next five years for fields in production, under development and those being lined up totals some 4.9m barrels.

Although the oil industry survived the turmoil of independence better than any other sector of the economy, production began to flag in the late 1970s, leading to a reorganisation of the sector between 1976 and 1979. The changes, which included the establishment of Sonangol as the government's business arm responsible for co-ordinating and controlling petroleum activities, resulted in a steady rise in production from 1980.

Factors which attracted foreign companies to Angola 10 years ago - low operating costs, prospects for new discoveries and favourable contractual terms offered by Sonangol - are still drawing new investment into the sector.

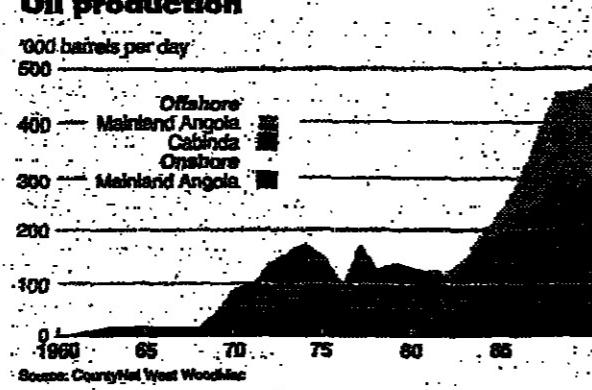
A further attraction is that Angola has never been a member of Opec. This has allowed it flexibility to sell what crude it can produce.

Mr Joaquim David, director-general of Sonangol, the state-owned oil company, says with some pride: "The companies that began with us in the initial years have stayed and new ones have been drawn in."

Peace for the country has coincided with record exploration levels and the discovery of lucrative deep-water wells.

Sonangol in turn has begun to offer an innovative licensing

### Oil production



regime which is proving highly attractive to foreign companies.

Under the regime - known as a "rate of return" profit oil - the percentage of production left to the investing company varies according to the field's level of productivity.

Mr David is optimistic: "Oil is a growing industry. Our production is five times what it was in the last years of the

1980s. We have every reason to believe upstream development will grow."

The importance of the sector cannot be over-estimated. Oil accounts for more than 90 per cent of total export earnings. Last year, crude oil exports earned Angola some \$3.15bn compared with \$3.55bn in 1990.

The highest level ever of exploration activity in the offshore sector last year is set to assure oil's paramount role in the Angolan economy. A surge of development is now anticipated which should boost output from its 1991 level of 505,000 b/d to 680,000 b/d in 1996. Of the current output of 555,000 b/d, Chevron accounts

for 300,000 b/d, Elf 165,000 b/d, Texaco 55,000 b/d, Belgium's Petrofina 30,000 b/d and Italy's Agip 5,000 b/d.

In tandem, offshore operators have prepared extensive expansion plans. County NatWest WoodMac, in a report on the West African oil industry drawn up early this year, estimates that expenditure in Angola will peak in 1993 and 1994 at \$750m each year.

Capital investment has grown rapidly over the past 3 years, from \$210m in 1988 to about \$500m in 1991. This compares with a previous high of \$520m (1992 prices) in 1987.

Mr Matthew Shaw of County NatWest WoodMac predicts that over the next nine years some \$4.7bn of upstream investment is envisaged, compared with \$3.3bn spent over the past nine years. Those expected to make the biggest commitments are Chevron in Cabinda, Texaco in Block 2 and Elf in Block 3.

"Chevron has a high degree of commitment to our Angola operation. In international terms it is one of the big five. In investment terms it will be at the top during the next three years. After 1995 it should be the highest in liquid production," says Mr Bob Connon, managing director of Cabinda Gulf Oil Company (Cagoc).

Cagoc, in association with Sonangol, Elf Petroleum Angola, and AGIP Angola, operates the offshore concession.

Caroline Southey

## Atmosphere of hope

Caroline Southey interviews Joaquim David, general manager of Sonangol, the Angolan state oil company:

**Southey:** What are the prospects for Angola's oil sector?

**David:** It is a growing industry... and now the war is over there is an atmosphere of hope in the future.

The companies that began with us in the initial years have stayed and new ones have been drawn in. We have every reason to believe the upstream development will continue to grow, and we are also exploring the country's gas potential.

Sonangol, with its foreign partners, is looking actively into developing refining capacity. We have one refinery here in Angola production is balanced with demand. Although South Africa seems

to have excess refining capacity, there may be other markets where environmental restrictions are damaging the development of new refineries.

**What about onshore developments?**

We are in negotiations for onshore exploration. We are close to signing contracts for two areas. Another is at a very early stage.

You have indicated you will privatise the distribution system, now a Sonangol monopoly. Has there been any advance?

We are developing a price mechanism which we believe will attract foreign sector investment downstream. The Ministry of Petroleum has approved the proposed price structure and we are in the process of inviting companies to invest. Within the next two to three months we expect

some results. Is there a review of production sharing terms?

No, although we review laws and where there are weak points we make adjustments or proposals. We have a standard production sharing agreement (PSA) but we negotiate on a case-by-case basis with investors.

We also try to standardise the fiscal terms so that we have more uniformity and a more readily controllable system.

Are you reviewing price cap clauses which give government the benefit should prices rise above a certain level?

We made a major change in principle in deep water contracts. Normally in shallow waters we made a split between Sonangol and the contractor based on accumulated oil production. In deep waters

we are doing it based on cash flow and rate of return after a certain time. It was a major change which seemed to please both Sonangol and investors as it took into account higher investments required for deep waters.

Is there a greater flexibility on Sonangol's part in negotiations with foreign investors?

No, we have always been flexible. What we have now is that accumulated experience which allows us to fine tune some aspects.

Has Sonangol sold oil forward? We have had to commit some oil for the financing of the first big deep-water development of Cabinda. But normally we make one-year contracts, most of which are renewable and are linked to credit lines. We have one exception, a contract that will end in 1994.

### MINERALS INDUSTRY

## Opinions differ over future

ANGOLA'S mineral industry is littered with projects abandoned by local and foreign operators after the onset of civil war following independence in 1975.

A combination of political stability and an attractive business climate could see a substantial expansion of a sector currently dominated by oil and diamonds, say local officials.

Western experts are more cautious, concerned about the country's poor infrastructure and generally weak international markets for many of the potential mineral exports.

Excluding the two key foreign exchange earners - oil and diamonds - mining production currently represents less than 3 per cent of GDP and approximately 6 per cent of total exports. These figures could rise comparatively rapidly, say industry officials, if abandoned workings are brought back into production and previously unexploited resources are exploited.

Iron ore exports, for example, earned 11.7 per cent of the then Portuguese colony's earnings in 1970, making it the fourth-ranking economic activity in Angola and the country a medium-sized producer of the mineral. Angola also has extensive deposits of phosphates, copper, quartz, uranium, manganese, wolfram, gold, mica, sulphur, nickel, limestone and silver which have yet to be fully exploited, notes Mr Jose Dias, secretary of state for geology

and mining. "Our mining industry has been neglected for a long time and we are only at the beginning of its development. No new investment has been made in mines. Many of our minerals have been forgotten," he says.

The government, which recently surrendered its monopoly on all mineral rights, is trying to encourage investment in the sector. This year it introduced a new mining law which makes it possible for private foreign and local companies to invest in prospecting and mining.

The state mining companies are also seeking to negotiate more flexible fiscal terms with private companies which will take into account the cost and rate of return of developments.

Mr Dias says the government is considering proposals from RTZ, Anglo American and De Beers on future developments.

Ferrangol, set up in 1981 with the responsibility for exploiting iron ore and manganese deposits, is now closed and being held on a care and maintenance basis. A combination of instability caused by the civil war and the depressed international market made the resumption of iron ore mining economically unrealistic until recently.

Between 1968 and 1973, exports averaged 5.6m tonnes, but war halted production at the largest iron ore mine at Cassinga, near the Namibian border, the centre of an area

that was regularly attacked by South African and Unita forces.

With the establishment of peace, there is a possibility that mining could resume. However, the extent of iron ore reserves and their value on today's international market has yet to be established.

Export prices are expected to remain uncompetitive because of exorbitant transport costs. Road and rail links were prime targets for attack and their repair rehabilitation has not begun.

Three additional mining companies have been formed since independence. Fostang, in 1979, to initiate exploration of phosphate deposits, Minauquarzo in the same year was given the concession for quartz mining in Cuanza-Sul province, and Roremina was established in 1978 to take over work previously done by the sub-contractors of quarries.

The quartz mines controlled by Minauquarzo are currently closed. Angola's quartz competes with comparable products from Madagascar, Sri Lanka and Brazil. Dunes, the South African-British group, is reported to be considered a joint venture contract with Minauquarzo. Foreign experts estimate investment of \$3m would be needed to recover the previous level of quartz production - about 2,000 tons a year.

Caroline Southey

# BUILDING REQUIRES SKILL...

- PLANNING
- INNOVATION
- CONSTRUCTION
- CONTINUITY



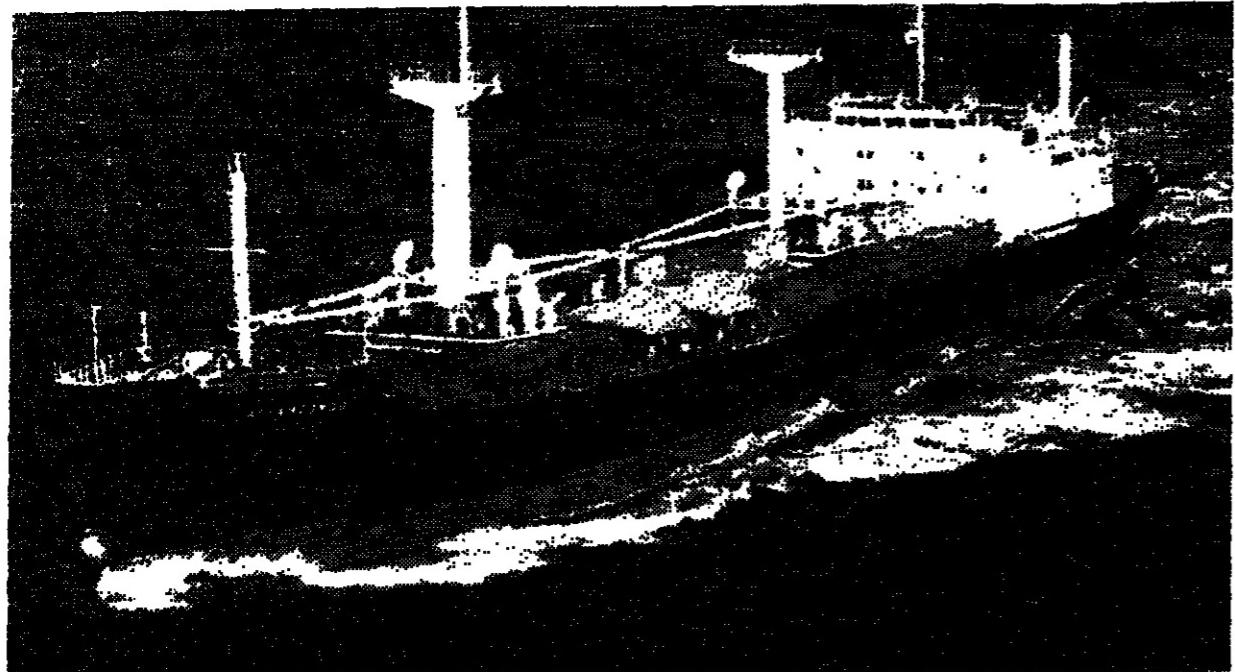
**SONANGOL**

Rua 1.º Congresso do MPLA, 8-16  
Tel.: 334143 - 334496  
Telex: 3148 SONANG  
Fax: 391782 — Caixa Postal: 1316  
LUANDA  
REPÚBLICA POPULAR DE ANGOLA



**ANGONAVE U.E.E AIRSHIP SHIPPING LINES**

**MEETING EVERY CUSTOMER'S REQUIREMENTS.**



#### HEADQUARTERS:

Rue Cerqueiras ( Lukoki ),  
C.P. No.5953 Tel. 33.02.04 - 33.02.05  
Teleg address: AERONAVE AN  
Telex no. 3124 - Fax 33.01.46

#### BRANCHES:

**HOLLAND:**  
Vastland 38 3011  
BM Rotterdam  
P.O.Box 23150, 3001 KD  
Tel: 0101 - 4127690  
Fax 010 4127690

**PORTUGAL:**  
Rue do Alecrim,  
47, 30 DT0,  
Lisbon  
Tel: 3468934 / 41 Fax: 368654  
Tlx: 43735

**BRAZIL:**  
Rue Pedroso de Morais,  
433, 10o Andar C.P. 2635  
CEP 05149 San Paulo  
Tel: 815 0688  
Tlx: 011 21405 / 32281  
Fax: 011-2128675



BANCO DE COMÉRCIO E INDÚSTRIA

Angola is going through a period of change. Foreign entities are showing a keen interest in joint ventures and actively co-operating with business at a local level.

This means you need a local bank.

BCI, one of Angola's leading banks, is preparing for the future with a commitment to providing a quality service to new and existing customers.

We can offer you:-

- competitive interest rates
- a worldwide network of correspondent banks
- assistance with and advice on foreign exchange transactions and local currency operations

To find out more about services BCI can offer you, write to:-

**BANCO de COMERCIO e INDUSTRIA**

Avenida 4 de Fevereiro No 84

Caixa Postal 1395

Luanda

ANGOLA

TEL: 333680/333684

TLX: 2009

FAX: 391184

## ANGOLA 6

### AGRICULTURE

## Poised for a fresh start

AFTER more than a decade and a half of decline, Angola's agriculture could be poised for a new start. The end of the civil war last year, and good rainfalls in most parts of the country, have raised expectations that a modest recovery is on the way.

Officials report an increase in activity in the countryside since the war ended and forecast a 15 per cent rise in food production this year. If confirmed, it will be the best result since 1980. But there is still a long way to go before Angola regains food self-sufficiency, and the rest of agriculture remains deeply in crisis.

Agriculture was thrown into turmoil after independence and the departure of Portuguese settlers. Farms, plantations and food processing industries were abandoned and vital commercial and servicing structures collapsed. The civil war exacerbated the crisis and production went through a precipitous decline leaving the country – once an exporter of agricultural produce – dependent on food aid. Food imports rose rapidly to reach \$242.7m in 1984, according to the World Bank.

Among the main export crops, coffee production fell from 210,000 tonnes before independence to about 7,000 tonnes in the late 1980s; cultivation of cotton fell from more than 110,000 tonnes in 1973 to 307 tonnes in 1986; maize production – once Angola's fifth largest agricultural export and an important element in the local diet – fell from almost 500,000 tonnes in 1975 to 200,000 tonnes in 1986. Production of most basic foods, from rice to beans and potatoes, declined markedly. The livestock sector fared no better with the number of cattle slaughtered for meat falling from 157,000 in 1973 to fewer than 18,000 in 1986.

Mr Benjamin Castello, deputy minister for agriculture, says low production was the result of war, natural catastrophes – drought in the south and floods in the north – and of misconceived policies.

"Agricultural policy was not properly adjusted to conditions. There were good intentions but the policy failed to take into account the human factor. People didn't participate in the policy and there was an over-reliance on mechanisation. There were no incentives to improve production

and as a result rural trade disappeared." Large state farms were given priority and preferential treatment over small-scale or subsistence farming, but they performed badly due to poor management, lack of technical preparation and misplaced attempts to meet unrealistic targets.

In the early 1980s, the government shifted support towards small farmers. An emergency plan was approved in 1984 with the aim of reducing the state's role in production. Inefficient and unpopular cooperatives were turned into peasant associations, enabling farmers to pool their resources but allowing them to retain and sell the products of their own work.

The co-operatives were often set up bureaucratically without real local participation.

**The government plans to privatise all coffee plantations and foreign companies will be invited to tender for the larger ones**

State companies exploited the peasants as if they were new colonialists," Mr Castello says.

Agricultural Development Stations (EDAs) were created in the countryside to provide technical and financial support for peasant associations, including help with access to production inputs and distribution. The measures helped to stabilise prices and led to a rise in production in spite of the war, Mr Castello says.

Economic reforms known as the Saneamento Económico e Financeiro (SEF), introduced in 1988, should also help. These include: liberalising prices, allowing greater private sector activity and investment in the transport, retailing and wholesale sectors, opening up credit facilities, and decentralising decision making.

Foreign investment is encouraged, especially in the service sector whose inefficiency is seen as one of the biggest barriers to development.

Land and large plantations left vacant

by the departure of settlers and not currently used will be sold. The government plans to privatise all coffee plantations and foreign companies will be invited to tender for the larger ones.

Before independence, Angola was the world's fourth-largest coffee grower, producing a record 4m bags of coffee and generating exports worth \$206m in 1972-73.

Most coffee plantations were in the less populated north and workers were contracted from the south – where the rebel UNITA forces were strongest – and the migrant flow stopped during the war. Many plantations were neglected and most will need substantial investment because many coffee trees are dead or diseased.

Several groups are interested, including Espírito Santo de Portugal which owned a big plantation in central Angola, but much depends on what happens after next September's elections.

Mr Castello says a new property law clarifying land ownership will be passed soon. "All investors, foreign or Angolan, want this reassurance. Anyone who wants to invest can come to the ministry, explain what they want to do, whether 100 per cent foreign or a joint venture, and we'll see what we can do."

The flight of hundreds of thousands of people from their homes poses another problem. Countless villages are deserted and about 40 per cent of the population now lives in urban areas. As people drifted to towns in search of safety and work, the proportion of Angolans engaged in agriculture dropped by half from 74.5 per cent in 1970 to 35.5 per cent in 1985.

There are signs that people are starting to move back to the countryside, and as security and communications improve this is likely to accelerate.

Many government officials see the successful resettlement of these displaced families as fundamental to the country's future. "As long as Angola's peasants are poor, Angola will remain poor" argues Mr Castello: "We have to create the framework for all Angolans to enrich themselves. The creation of wealth will guarantee stability in the country."

Patrick Blum

### PROFILE: ALBERTINO DE OLIVEIRA

## Farmer with an important role



De Oliveira: survival is a testimony to endeavour

WHEN the fighting between government troops and the UNITA rebels was at its worst in Benguela province, Alberto de Oliveira found himself caught in the middle. As bad luck would have it, his farm happened to be located in an area where some of the fiercest clashes took place, but he shrugs the memory off with a laugh.

Unlike the vast majority of settlers who left the country in 1975, Mr de Oliveira stayed put. He continued to farm during the difficult years of the civil war and today he is one of a small band of private farmers who have not only survived but whose very survival bears testimony to the resilience of private endeavour and grit in the face of near-impossible odds.

Today, he is relatively prosperous in a country that has faced famine and that still suffers from extensive and visible poverty – and from widespread shortages of even the most basic necessities. In the past, Mr de Oliveira's success

war and drought and the handicaps caused by lack of equipment, erratic transport and next to no technical or financial support.

Drought is still affecting the province but peace has brought some improvements as the roads are open again to traffic. "Before, we couldn't sell our products," says Mr de Oliveira. Most of the farm's produce is sent to Luanda where it fetches better prices, but he expects transport bottlenecks by July as conditions improve and farm production rises.

He says conditions for private farmers have not changed since the war ended. Fertilisers and herbicides have been practically unavailable since 1975 and farmers make up their own from whatever chemicals they can find locally.

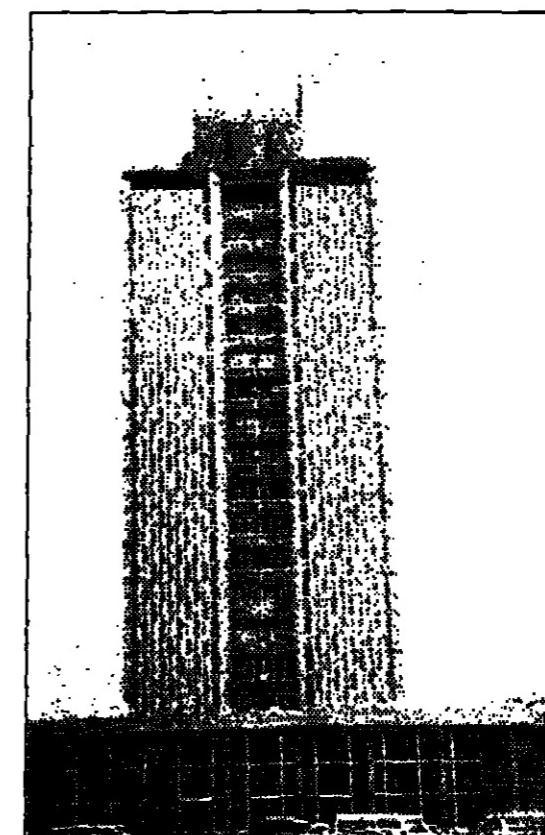
The price of equipment is high – a three-cylinder pumping system costs \$15,000 – and credit is unavailable. "For private sector farming there's no credit. I've heard of European Community help for pumps, but I haven't seen anything."

He thinks he may be able to put up the farm as security for credit "but the situation is unclear."

Sitting at a large table in the courtyard of his small house in Benguela with friends – mostly local farmers who seem to drop in at all hours – Mr de Oliveira is better off than most local inhabitants. But he says there are no incentives to produce more. "There's nothing in the shops and my wife has to go to the parallel market to find most things, from cooking oil to clothes."

Patrick Blum

## Banco de Poupança e Credito



## Angola's forward-looking Bank

For further information on all our banking services

write to The Chairman,  
Banco de Poupança e Credito  
Luanda, Angola

Tel: 392177 Telex 3367/4149 Fax 393790

BUREAU  
INVESTIGATIONS  
Inve

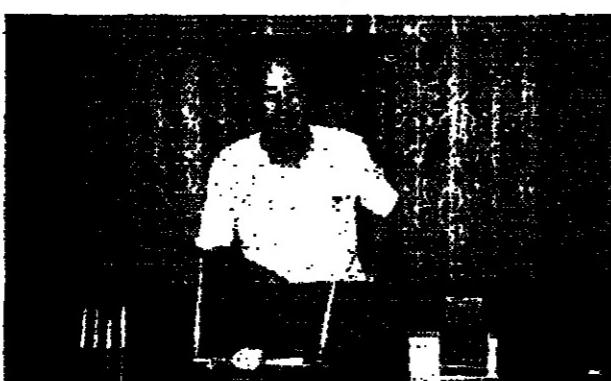
THE FUTURE  
BU

PROJECTS  
ADVICE  
CLOSE  
LEGAL

CABINET  
TELEPHONE

BENGUELA: FARMING AND MANUFACTURING

## Resilience despite hardship



Provincial Governor Paulo Jorge: Benguela can prosper again

THE six-hour drive from Luanda to Benguela was instructive. The route, too dangerous to travel before the ceasefire, is now becoming popular – despite occasional humidity on some sections of the journey.

Teams of road menders repaired long-neglected potholes and fresh tarmac was for sale on stretches where the road, like Angola's picture-postcard coast, still bears testimony that peace has returned to Benguela province.

But the main objective was to visit the factories and farms in and around the towns of Benguela and Lobito, 500km south of Luanda and commercial hub of a province stretching across 52,000 sq km.

What emerged were tales of hardship and deprivation, stark images of sad, squalid shanty towns, gangs of pitifulurchines roaming the city streets. But what also became clear from town to factory floor and talks to farmers was an extraordinary resilience, and a capacity to improvise.

It is Angola's second most

important manufacturing

region, as well as an important centre for agriculture and fisheries. And while less badly hit by the war than other provinces, it suffered considerably from the collapse of the Benguela railway which used to run across the country from Lobito, the province's main port, to the border with Zaire.

At independence, Lobito port handled more than 2m tonnes of cargo a year. Today, the only activity is provided by occasional imports of food and consumer goods. Its warehouses are empty or sheltered lined-up fork-lift trucks, and its reduced workforce is idle.

Outside the two cities, factories are running at a fraction of capacity and others are not working. A big cement factory once owned by Sedi, a Portuguese company that was nationalised when Portugal's own revolution took a turn to the left in 1975, is derelict.

Farming has suffered from

the war and prolonged drought and although conditions have improved recently, agricultural production of

basic foods is expected to cover only 51 per cent of the province's needs this year, according to official statistics.

There is much anxiety about the outcome of next September's election but for the time being, it is business as usual. This means self-reliance, improvisation and a lot of patience to cope with inadequate equipment and supplies, scarce finance, bureaucracy, erratic telecommunications – lines with Luanda can suddenly go down – and poor but improving transport.

Ten months of peace have brought a modest but welcome renewal of activity and increased orders.

Mr Manuel Carmo, technical director at Bobbilas, a paint manufacturer and subsidiary of Johnson & Nicholson, says business is picking up with two recent orders for 650 tonnes of paint.

The plant was established 80 years ago and was nationalised in 1976. It employs 63 workers and produces about 500 tonnes of paint a year although it is equipped to produce 7,000 tonnes. Mr Carmo says the biggest problem is lack of materials. "Sometimes we might just miss one crucial product and we can't produce." Production was at a standstill in October and November.

All materials are imported from Europe and paid for in dollars. Imports have to be officially approved and lack of foreign currency causes delays.

"We're told foreign exchange is available and all we need to do is go to the bank

to get approval for our imports, but when we go there, the bank doesn't have any money."

The company was recently allowed to retain profits covering the 1978-88 period and it is looking to expand its activities in Angola.

Mr Alberto Lima, production director at Empresa de Assistência Técnica Industrial, a state-owned company that produces water pumps and hammer mills which are used to ground seeds, says his company also wants to expand but this will depend on receiving

Africa Textil is one of the biggest employers in the region with about 1,500 workers

financial aid.

The plant was established 80 years ago and was nationalised in 1976. It produces about 1,400 pumps a year on mainly Bulgarian-made machinery, much of which is only two years old. Mr Lima says, however, that he would like more up-to-date equipment. "We're going to need more modern machines as we expand."

Lima, an engineering company that makes tools, pipes and other industrial and agricultural equipment, has one of the largest specialist foundries in Angola, says Mr Carlos Castro, general director. It is under management from the Emetit group in Belgium, it employs 700 workers.

The group also has a factory in Huambo. This was built in 1977 but never used. The com-

Patrick Blum

pany hopes to start production there later this year. Demand for agricultural tools and equipment has risen strongly, Mr Castro says.

Africa Textil is one of the biggest employers in the region with about 1,500 workers. It is a 97.2 per cent state-owned joint venture with Tritex of the UK, which holds the remaining 2.8 per cent.

Purpose-built in the late 1970s to produce high quality cotton cloth, plant installations are in good order. But last year, it was operating at a fraction of capacity because of supply and foreign exchange problems.

The company was recently allowed to retain profits covering the 1978-88 period and it is looking to expand its activities in Angola.

Mr Alberto Lima, production director at Empresa de Assistência Técnica Industrial, a state-owned company that produces water pumps and hammer mills which are used to ground seeds, says his company also wants to expand but this will depend on receiving

Africa Textil is one of the biggest employers in the region with about 1,500 workers

financial aid.

The plant was established 80 years ago and was nationalised in 1976. It produces about 1,400 pumps a year on mainly Bulgarian-made machinery, much of which is only two years old. Mr Lima says, however, that he would like more up-to-date equipment. "We're going to need more modern machines as we expand."

Lima, an engineering company that makes tools, pipes and other industrial and agricultural equipment, has one of the largest specialist foundries in Angola, says Mr Carlos Castro, general director. It is under management from the Emetit group in Belgium, it employs 700 workers.

The group also has a factory in Huambo. This was built in 1977 but never used. The com-

pany hopes to start production there later this year. Demand for agricultural tools and equipment has risen strongly, Mr Castro says.

Africa Textil is one of the

biggest employers in the

region with about 1,500 workers.

It is a 97.2 per cent state-

owned joint venture with Tri-

tex of the UK, which holds the

remaining 2.8 per cent.

Purpose-built in the late

1970s to produce high qual-

ity cotton cloth, plant instal-

lations are in good order. But

last year, it was operating at

a fraction of capacity because

of supply and foreign exchange

problems.

The company was recently al-

lowed to retain profits cov-

ering the 1978-88 period and

it is looking to expand its ac-

tivities in Angola.

Mr Alberto Lima, produc-

tion director at Empresa de As-

sistência Técnica Industrial,

a state-owned company that

produces water pumps and ham-

mer mills which are used to

ground seeds, says his com-

pany also wants to expand but

this will depend on receiving

Africa Textil is one of the

biggest employers in the

region with about 1,500 work-

ers

It is a 97.2 per cent state-

owned joint venture with Tri-

tex of the UK, which holds the

remaining 2.8 per cent.

Purpose-built in the late

1970s to produce high qual-

ity cotton cloth, plant instal-

lations are in good order. But

last year, it was operating at

a fraction of capacity because

of supply and foreign exchange

problems.

The company was recently al-

lowed to retain profits cov-

ering the 1978-88 period and

it is looking to expand its ac-

tivities in Angola.

Mr Alberto Lima, produc-

tion director at Empresa de As-

sistência Técnica Industrial,

a state-owned company that

produces water pumps and ham-

mer mills which are used to

ground seeds, says his com-

pany also wants to expand but

this will depend on receiving

Africa Textil is one of the

biggest employers in the

region with about 1,500 work-

ers

It is a 97.2 per cent state-

owned joint venture with Tri-

tex of the UK, which holds the

remaining 2.8 per cent.

Purpose-built in the late

1970s to produce high qual-

ity cotton cloth, plant instal-

lations are in good order. But

last year, it was operating at

a fraction of capacity because

of supply and foreign exchange

problems.

The company was recently al-

lowed to retain profits cov-

ering the 1978-88 period and

it is looking to expand its ac-

tivities in Angola.

Mr Alberto Lima, produc-

tion director at Empresa de As-

sistência Técnica Industrial,

a state-owned company that

produces water pumps and ham-

mer mills which are used to

ground seeds, says his com-

pany also wants to expand but

this will depend on receiving

Africa Textil is one of the

biggest employers in the

region with about 1,500 work-

ers

It is a 97.2 per cent state-

owned joint venture with Tri-

tex of the UK, which holds the

remaining 2.8 per cent.

Purpose-built in the late

1970s to produce high qual-

ity cotton cloth, plant instal-

lations are in good order. But

last year, it was operating at

a fraction of capacity because

of supply and foreign exchange

problems.

The company was recently al-

lowed to retain profits cov-

ering the 1978-88 period and

it is looking to expand its ac-

tivities in Angola.

Mr Alberto Lima, produc-

tion director at Empresa de As-

sistência Técnica Industrial,

a state-owned company that

produces water pumps and ham-

mer mills which are used to

ground seeds, says his com-

pany also wants to expand but

this will depend on receiving

Africa Textil

## HULL BLYTH (ANGOLA) WORKING FOR YOUR SUCCESS IN ANGOLA.....

Hull Blyth (Angola) can draw on over 100 years of experience and local knowledge to provide an unrivalled level of service to any organisation wishing to do business in Angola.

HB(A) covers a wide range of services, including:

- |   |   |
|---|---|
| <input type="checkbox"/> SHIP AGENCY        | Oil tankers, cargo vessels, liner agency;   |
| <input type="checkbox"/> FREIGHT MANAGEMENT | Air freight, sea freight, land transport and handling of all cargoes: door to door and project freight management |
| <input type="checkbox"/> SUPPORT SERVICES   | Labour supply, visas, meet and greet, crew changes, car hire and accommodation;                                   |
| <input type="checkbox"/> OFFICE AUTOMATION  | Sale and maintenance of computer hardware, software and office systems;   |

from locations nationwide.

Supported internationally by the Hull Blyth Group in London, we put your business first in Angola



Hull Blyth (Angola) Ltd Caixa Postal 12145 Av. 4 de Fevereiro, 23-24 Luanda-R.P de Angola  
Tel: 336591/336597/336598 Telex: 3053 UNIAO AN 3057 VAPOR Fax: 336647

The Hull Blyth Group, 2 Colaba Square, London EC1R 5AX  
Tel: 071 688 9888 Telex: 261449 VAPOR G Fax: 071 688 9888

Part of Ocean Group plc, a leading international provider of industrial and distribution services

## THE UNIAO GROUP-MEETING YOUR AUTOMOTIVE NEEDS IN ANGOLA

The União Group is committed to providing first class automotive sales and after sales services for companies working in Angola.

Comprising União de Automoveis, S.A.R.L. and União Comercial de Automoveis, S.A.R.L., the União Group has top representations for cars, trucks and 4x4 vehicles; earth moving, farming construction and irrigation equipment; pumps and generators.

With modern high quality depots, fully equipped workshops and machine shops, and a nationwide office network, you can depend on União's prompt and quality support.

União de Automoveis S.A.R.L., (RENAULT) Caixa Postal 3017, Travessa A. Vidal de Negreiros 22-24 Luanda-R.P de Angola Tel: 336886 Telex 3310 RVA AN Fax 336647

União Comercial de Autoveis S.A.R.L. (LANDROVER)

Caixa Postal 1236

Luanda-R.P de Angola

Tel: 383422/383396 Telex 3053 Fax 336798



## TOTTA WELCOMES YOU IN ANGOLA

Our Representative Office in Luanda, at Av. 4 de Fevereiro, 95-1st, is at your entire disposal to back-up your business in Angola.

Reinforcing the international network of TOTTA, specially in Portuguese-speaking countries in Africa, our Representative Office is apt to promote Portuguese foreign trade to and from Angola.

Our customers will be offered a wide range of services in the fields of commercial information and import/export.

Come to us.

You'll be most welcome.



BANCO TOTTA & FILHOS

## ANGOLA 8

# Guide for business visitors

THE spectacular sight of Luanda bay, overlooked by a majestic Portuguese fort, blue sea lapping against the palm tree-lined marginale, ill-prepares the visitor about to land at a squalid airport, serving a decrepit city, surrounded by wretched shanty towns.

But it need not be nearly as bad as it might at first seem. The heavy hand of an authoritarian government bureaucracy has been lifted. It is now a friendly bureaucracy.

The once-elegant city is trying to pick itself up. Rubbish is being collected, several buildings are being renovated, bars and restaurants are reopening and if you have left anything behind, you can probably find it at the sprawling market known as the Roque Santeiro - but only go with an experienced guide.

If you expect a taxi to be at the airport, you should have read this guide before leaving home.

A handful of battered vehicles still ply the city streets but they're not usually to be found at the airport.

Arrange to be met.

The airport (Aeroporto 4 de Fevereiro) is about 4km from the city centre. There are no public telephones or banking services.

If you are fortunate, you have a booking at the Presidente Meridien or the Tivoli, where you can be almost certain that there will always be water and power. Such is the demand, that even a booking does not always guarantee a room.

Wherever you plan to stay, book well ahead; business is picking up.

One of the first things to do on arrival is to make plans to leave, i.e. confirm your return booking.

Changing your travel plans can be a tedious business: the national airline TAAG has a monopoly on ticket sales (excluding TAP flights). If you

wish to fly to Addis Ababa, for example, go first to TAAG who will issue an order for the ticket. This must be presented at the bank for payment in foreign exchange.

Then return to TAAG with the voucher and collect your ticket.

Check in at least two hours before departure.

Health precautions: yellow fever, cholera vaccination certificates are required; malaria prophylactics essential; drink only bottled water.

No limit on cash or travellers' cheques that may be taken in but if you expect to take back more than \$5,000, a bank declaration must be completed for presentation at the airport. It is forbidden to export the local currency.

Credit cards: American Express accepted at Presidente and Tivoli Hotels.

Night spots: Espaco 98 for jazz or the discos Paralelo 2000 and Pandemonium.

Excursions: Seek local advice, whether planning a local journey or going further afield - the security situation can change rapidly. Luanda itself can be dangerous.

It is no longer necessary to carry a document authorising you to leave the city (Guia de Marcha) but take local advice about your route before travelling out of Luanda. One hour's drive south on the coast road gets you to the Cuanza River bridge (where Cuban foxholes are a melancholy reminder of the war); continue and the road will take you to Porto Amboim or drive north to Ambroz.

Internal air travel: TAAG, the local airline, serves domestic routes but can be unreliable.

Car hire available from Ango-car, Intertransit and Rent-a-Car.

Courier: DHL: 390376/392082.

Restaurants: Barracuda; Cafetaria, Esta Restaurante VIP.

TAAG - Linhas Aereas de Angola: 330964/331652  
TAP: 331657/331652

335416/7

SAA: 393153

Ethiopian: 371242/371404

Vari: 393732

Sabena: 372659/70

MINISTRIES:

Agriculture: 322241/322242

345837

Finance: 332129, Fax: 390578

Telex: 3363

Energy & Petroleum: 337440/370628

Foreign Relations: 332250/321249

Agriculture: 322294/322294

Construction: 338178/338159

Defence: 335357

Fisheries: 337956/8

Industry: 33732/338657

Planning: 336529/339062

Transport: 372562

HOTELS:

Presidente Meridien: 330037

Tivoli: 393863/391593; Fax: 391128

Turismo: 332328/332296

Tropic: 331498/331755

Panorama: 337841

OTHER NUMBERS:

Central Bank (Banco Nacional de Angola): 335633; Fax: 390576/32328

Chamber of Commerce: Edificio Palacio de Comercio: 344506/322453; Tx: 3263

Gabinete do Investimento Estrangeiro (Foreign Investment Office): Rua Cerqueira Lukoki No 25 332620; Tx: 3262

Fax: 393381

Main Opposition Party: Uniao Nacional para a Independencia Total de Angola (Unita): 393446

OIL:

Sonangol: 334143/334794

Elf Aquitaine: 330293/330343

Cabinda Gulf Oil Company: 33246/332696

Diamonds: Empresa Nacional de Diamantes de Angola (Endiam): Rua Rainha Ginga: 393336

European Commission: 393038

South Africa (representative office): 393153

US (representative office): United Nations Development Programme: 331181

AIRLINES:

## LUANDA'S ALTERNATIVE MARKET

# Lifeline for city dwellers



Roque Santeiro market: almost everything is on sale, but at a price — and not without risks

roughly the same price as in one of the supermarkets in town. But whisky at about Kz10,000 was Kz3,000 cheaper for a shopper using the parallel exchange rate of Kz1,500 to the US dollar. It was a bargain.

In downtown Luanda, most of the shopfronts have been empty for years. Faded posters and dusty neon signs offer poignant reminders of a past Luanda. But Roque Santeiro market is thriving.

No-one knows exactly how many people flock to the Angolan capital's largest — and unofficial — market. Certainly, tens of thousands, if not scores of thousands, of people pass through every day of the week, from morning to night-fall, to trade in anything from whisky, fruit, vegetables and medicines to modern hi-fi equipment, tools, refrigerators, and cars.

Almost everything is on sale in Roque Santeiro, but at a price — and not without risks to the unwary: beware of muggers and pickpockets.

It is both a source of goods unavailable elsewhere and a lifeline for many of the city's estimated 2m inhabitants: a place where local people can supplement subsistence incomes by selling bartered goods, their own small manufactures and market-gardening produce, or even products bought in official stores or directly from state factories.

A large quantity of stolen goods also finds its way onto the market. It is usually off-limits to the police, but occasionally — heavily armed — they will look in to search for stolen property.

Roque Santeiro is unique in Angola because of its vast size. There are several similar but smaller markets in other towns. They are tolerated because they are an essential part of an economy that has been devastated by 16 years of civil war.

Goods on sale are not cheap by local standards. A pair of Portuguese shoes can cost Kz55,000, although with some bargaining the price may be brought down to Kz45,000. But this represents a small fortune for most Angolans — the average monthly salary is Kz25,000-Kz30,000.

A refrigerator may sell for between Kz700,000 and Kz1,4m.

Patrick Blum



UMA EXPERIENCIA SEMPRE RENOVADA  
An experience continuously renewed

### BRANCHES:

AFRICAN SERVICES DK AB  
8 Dominguero Taverne-DK-1302  
14/33 149700 \* Tele: 27117 \* Fax: 33 145400

AFRICAN SERVICES ESP. AIS  
Paseo Nuevo, 3 28070-Coordoba-MADRID-SPAIN  
Tx: 41 947022 \* Telex: 22307 \* Fax: (31) 6570188

SECTE LUSA, LDA  
Rua António Nobre, 1D, 4/Eira - 2600 ALMADA-PORTUGAL  
Tel (1) 2744677 \* Telex: 61835 \* Fax: (1) 2744685

### (We are):

ARMADORES  
Owners

AGENTES DE NAVEGAÇÃO  
Shipping Agents

TRANSTÉRIOS  
Forwarders

AGÊNCIA DE VIAGENS

SERVICIOS DE CARGA GENERAL, GRANEIS E CONTENORES  
GENERAL CARGO, CONVENTIONAL AND CONTAINER SERVICES  
LAVAGEM DE CONTENORES, TREVOR GRANGE, PORTUGAL  
REGULAMENTAÇÃO DA CUSTA, PORTUGAL  
NORTHERN PORTS, EAST ASIA, INDIA, NORTHERN AMERICA, EAST ASIA, INDIA, NORTHERN AMERICA  
AV. 4 DE FEVEREIRO, 41 - TEL: 33 5220-77 - Telex: 3370 SECIMAR AN  
FAX: 33 52-02 - LUANDA - ANGOLA